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... Here.

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Our legacy worldview is brimming with outdated ideas about how to build the world, how to relate with each other, how to think, how to create, how to share. However in our current climate, technology; whether it be hardware, software, economic webs, or social and organizational technology, is rapidly sweeping away many of our long-held certainties. The playing field has had its gravity rules flipped, and as a result a new game is emerging.

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The OpenCollaboration ENCYCLOPEDIA

v 2.3

Lo Bevington et al.

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version 2.3

The Open Collaboration ENCYCLOPEDIA

the essential guidebook to participatory culture

Edited by Alpha Lo & Alden Bevington

written by thousands

The Open Collaboration Encyclopedia

The Open Collaboration Encyclopedia

An evolving primer
on an emergent paradigm.

Version 2.3

**Concept, Context,
Articles, & Compilation by**
Alpha Lo & Alden Bevington

With encyclopedic content written by
thousands of avatars on Wikipedia.org

Piøneer Imprints
2010

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"The individual is going to be universalized, the universal is going to be individualized, and thus from both directions the whole is going to be enriched."

- Jan Smuts, Holism and Evolution

Publisher's Note for Version 2.3

You hold in your hands version 2.3 of The Open Collaboration Encyclopedia, the much anticipated update to version 2.2, which never actually existed. By the time we'd jumped through all the new printer's flaming hoops we had adjusted the book enough to warrant a new version designation. The book became a bit more conventional in the process, mostly in the sense that there was never a version 2.2, a characteristic it now shares with almost all books ever printed. The similarities however, begin to end there.

In a few months, the next iteration 2.4 will be here, new and improved (functionality, more pictures [yes, we know], new articles, new entries and new insight). However, we design each edition to be a complete and functional and highly useful tool representing its own cutting edge. So please don't wait to study this book just because it will get better. Anyone who has used software or been tracking technology knows that the time to apply a technology is now, even if of course it will get better. And the case of this book, we believe the world needs it now.

This edition, like every one of this encyclopedia, is an information architecture presenting the dynamic conversation on cultural evolution happening on the wikis of the world, yet frozen in time. It is a collaborative design, editorial, conceptual, and wiki deveopment process. Even as you read this, some of these entires have been updated. The lion's share of the encyclopedic content of this book is harvested from the abundant fields of the world's open wiki's, as it will be reharvested again for the next edition. If you would like to participate in developing a topic you see here for the next edition, one way is to go to the Wikipedia entry, or another wiki entry which you inform us of, and edit the open licensed content therein. Maybe let us know you did if it really matters to you. If you would like to suggest or reduce a topic, let us know too. We are just now building our larger framework for handling and stably scaling this collaboration, and making it far more open. An online editable version of this book will be hosted shortly. If you have ideas or expertise, or time or other resources, again let us know.

Regarding what to do with this book, if you are a doer, apply it, if you are a thinker, contemplate it, if you are a teacher, live it, or whatever your unique creativity moves you to do. And if you are just a rare-book bibliophile, keep it in good shape (but please dont hide it). This version, like its predecessors, contains within it an abundance of entirely ingenious and useful models and concepts for collaboratively creating timely change in the world and expanding our sense of self. Also like previous versions, it is home to endearing design and editorial idiosyncracies the likes of which can best be found in experimental works in their early bootsrapping days. Consider smiling when you notice them.

Regarding the updates for this edition: we have made ***layout and production improvements****, making the pages slightly wider, as well as their margins, a glossy cover, and as possible in the*

*current environment, higher-percentage recycled papers for the interior–**navigational improvements**, while our handy thumb-tab quick-find tool on the right margin has been removed for this edition due to some legacy non-adaptive printer bureaucracies, we have improved the legibility of the navigational chart and shifted our page number location (we do however in the first section continue our campaign to excercise our readers' ability to register roman numerals beyond the number III) –**updated the introduction** to include more specific guidance on the ethical application of collaborative systems, and made a few **entry additions** in the esoteric x, y, and z area, previously all but empty.*

*Additionally there are included in the appendix now the **articles** "On Creating a Gift Economy" and "Kindness: or 'The Individual and Social Psychology of Gift Economies'", an update of the autoethnographic accounts of the history of the book, as well as information on the primary non-anonymous characters currently engaged in the project.*

*Behind the scenes, the updates to our **process** include **"Kaizen"** a.k.a. the **Deming Cycle**, which has proven to be an invaluable tool for managing both the practical and psychological rigours of producing a scalable work of this scope–that the book is now technically an **Open Textbook**, made available for free in digital form for educational purposes–and in **attribution**, in which primary compilers are exploring the ramifications of being represented anonymously or psuedonynomously. As of this edition 99 of participamts in the project are currently anonymous, and perhaps 97 likely still dont know that they are part of it.*
We're obviously working on this, while debating the age-old Open Source dillema: "To fork or not to fork..." Currently we feel certain that symbiosis, that which is mutually beneficial, is the key to lasting benefit, and are gradually engineering this project towards that aim.

The iterative model of open-source book publishing, of which this project is a pioneering and rare (and clearly still learning) example, does require a degree of light humour from both the reader and publisher, as well as a deep well of sincerity, inspiration, passion, patience, and purpose. It is never really finished, and is seen as perpetually improvable: perpetual beta, as they say. There's always something wrong with it, but as we commit to incrementally improve edition after edition, that very fact becomes exactly what is right with it.

Rather than a model of "Ready, Aim, Fire!" such a process sometimes feels more like "Ready, Fire!, Aim... Repeat". Vanity obviously has little place in this kind of project, and regardless of the refinements that build upon themselves, its beauty comes primarily from its process, not just its product. We do what we can where we are at... have some fun, and give you a quality book that will be relevant around the world for much time to come.

Regarding process: we heartily welcome your involvement in, and remixing of, this project.

Contact : info opencollaboration.info or editor pioneerimprints.com
to find out where the current action is.

Enjoy, apply, and refine.

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Acknowledgments

First of all, we would like to acknowledge the many pioneers who laid down the frameworks and precedents for building a collaborative culture. These are the individuals who looked beyond just their own personal interests, and pushed far beyond those persistent elements of the human psyche that put us on the defensive when we are asked to share with others. Whether it is shared ownership and power or shared creation, sharing and hence collaboration, can often require a fundamental shift in perceptions and attitudes, and though the benefits prove themselves to be great, taking the first steps is not always a small task. From where the modern capitalist mind emerges from, this is essentially a new lanuage of being, filled with nuance, and continually unfolding. It will push buttons. It is a pioneer's work. We would like to acknowledge those that took on open collaboration against the odds, as the expression of an inner imperative before it was an outer cultural norm, which it is increasingly becoming. We are wowed by and aknowledge the thousands of anonymous content creators that are the primary authors of this book.

Many people have been of valued assistance in this book's body coming to steady fruition. The bulk of the text you find here is written by the Wikipedia community, often under psuedonymn, and often comical ones. We estimate many thousands have been involved, and we obviously cannot name them all here, but we can't go to print without mentioning a few that have been present in person. Thanks to Joseph Jacques for his support and encouragement. He saw early on the potential of this book, took part in discussion of its future expressions, and is now involved in collaborative projects that are crystallizing from it. Thanks to a living model, the CircleCenter in Fairfax, California, which provided the environment and the computers on which Alpha wrote and edited a large portion of the first version of this encyclopedia; to the large and growing community on the west coast of the United States, and around the world, which lives, and strives to improve upon, some of these ideals of open collaboration, and who we've bounced many ideas off of in the process; to the people that have been involved in our open collaborative events, gatherings, and local projects which have given us first hand experience of how some of these systems work. And you, being the one who holds this book in their hands, we aknowledge you for all you will do with what you learn inside. Please make the most of this paper upon which the text is printed, and the immense effort inside, spelled out, and shared, by some evolutionary compulsion actingthrough us all. It is good, very good.

Keep in touch with us, participate in fuiture editions, and let us know what you've created. Finally, we would like to aknowledge the alphabet, and its nameless open license pioneers, which made this book possible.

Introduction

By Alpha Lo & Alden Bevington

Looking around us at our modern world, arguably a world increasingly defined by what we share rather than what separates us, we can see that we are at a moment in human history when a fundamental shift is occurring in the way we interact with each other. This shift, and it is a fundamental one, is impacting the form and feel of our culture, society, and economic and political systems. It is impacting our minds and worldview, individual and collective. This book presents a vision of this shift.

People and groups from around the globe and all walks of life have had their perspectives changed as a result, and these people have been quite busy creating. This because many ways of doing things built upon a previous set of values, ways that we may have taken for granted, quickly proved themselves to be obsolete in the light of interconnectedness. As a result, and analogous to this inner shift, we are seeing arise in the world many system models, processes, social contracts, and organizations that specifically facilitate a way of doing things that is more 'aligned' with, and coherent with, this emerging interconnected worldview.

Whether this is news to you or not, as of this now these ideas are cascading into the mainstream. Such self-organizing, altruistic social and economic systems were recently advocated as a way forward in an address by none other than the President of the EU, Herman Van Rompuy. The Bank of Sweden's Nobel memorial prize in Economics (generally known as the Nobel Prize in Economics) in 2009 went to a political economist whose decades-long focus was on community-organized management of the commons. This is not fringe information, nor is it only grass roots. Many of the concepts within this book are now looked to as the best solution we have, by the most influential people on our planet. By our leaders, and in the 'halls of power'. By studying this book, you will join with the direction of things, and be able to participate more in a more educated, proactive, and effective way. Our point is here that the tipping point of the shift has already occurred.

This behavioral and strategic shift we are witnessing is about moving to a way of doing things that is more open, transparent, participatory, non-proprietary, and non-hierarchical. It taps into the power of the people. Wikipedia taps into this power. The Burning Man festival taps into this power. Unconferences tap into this power.

This shift is about a way of doing things that is more collaborative and sharing-based, – less on command and control hierarchy, tit-for-tat resource exchange, and centralized planning. It taps into the power of self-organization. It taps into the power of community, local and global. Bicycle shares, tool libraries, potlucks, town squares, place-making, online social networks, ideabanks and ecovillages tap into this power. This shift is about a way of doing things that is more emergent, evolv-

ing and dynamic. Social permaculture taps into this power. World Cafe facilitation methods tap into this power. Agile project management taps into this power.

Our world is in a difficult state right now, and what is clearly called for is a way to create system-wide change, in the environment, in the way we behave, and in what is considered socially acceptable action by governments and business institutions. There has thus far proven to be no central agency, no closed group of world-controllers, capable of micro-managing the infinite complexities of such a world as ours, at least without adversely affecting the human spirit. However, one way we have seen which holds promise to create such fundamental and systemic changes, and which still remains to be given a full try, is to tap into the power of open collaboration. The openness allows limitless people to contribute, and the collaborative part, if well-facilitated, allows the energies of different individuals to add together rather than cancel each other out. In a word, it taps the genius at the table, and the table is large. For every one-in-a-million mind, as of this writing there are 6,796 others like them on the planet. We have now the technologies to bring such people together easily.

But lets not just believe the hype, or idly think of all those great things we could do, if only… We must come to application, here, now. How can you organize your town, or your state, or your company, or your country, to ride this tide of transformation, to be ready for the new game that is emerging? That is where this present study of open collaboration can be very, very useful. By mastering some of the techniques contained in this book, untold numbers of projects and organizations have become many times more effective than than they were before. Scores of communities and businesses have much more efficiently achieved their actual goals, creatively, participatively, and made their members and employees happier in the process.

The cultural shift we are in the midst of is also about the changing values of a society. It's about ever-greater social and institutional expressions of becoming more loving, honest, accepting, embracing, empathic, connected with deeper purpose, emotionally intelligent, responsible, contributing. As these are the foundation ethics of this book, many of the entries contained here may not initially make sense to a conditioned dog-eat-dog mind, or to those who, in their own interest, have callously applied half-understood Darwinism to economics and social science. To some, these principles contained herein might even at casual glance appear naive. Of course there is another perspective, and this book is a testament to that perspective, and that an open, caring, intelligent, and just system is forever on the higher ground, and with more view of the actual landscape, despite the inning's score.

To effectively accomplish the transition implied here, the shift in the social structures needs to be accompanied by, and in many cases preceded by, a shift in the values. The shift in values needs to be accompanied by, and in many cases preceded by, a shift in social structure. It works both ways.

These changes may be in many cases, and especially initially, guided by people and groups adept at facilitation, with the ability to bring people together and enable them to work together and co-create, to bring people of differing views into harmony, to assist people to listen and come to care more about each other. Such facilitation creates the conditions that allow people to realize they may want to shift to a higher value system, to create social architectures that allow everyone to participate, and to seed grassroots efforts – people like Sharif Abdullah who is a catalyst for inclusivity and consciousness transformation, Joanna Macy who facilitates people to connect at deep levels with each other and the environment, Marshall Rosenberg and his lineage of Non-Violent Communication facilitators, and Linus Torvalds who facilitates the growth of Linux open source software with an inclusive, caring, transparent and allowing style. Also groups and movements such as Search for Common Ground, the United Religions Initiative, the Village Building Convergence, the Heart Circle network, and the Transition Town network. These changes will be aided by our further study, understanding and spread of facilitation techniques like Open Space Technology, Appreciative Inquiry, Deep Democracy, and Dynamic Facilitation.

The essence of many of these facilitations, and many open collaborative projects, involves tuning into the larger picture, whatever it is we are doing. It is about tuning into humanity, the earth, and the life we share it with. It's sensing how our open collaborative projects harmonize and fit into the larger system, and checking our compass often, that we remain complementary.

These shifts are also mirrored by changes in our scientific perspective. The late 20th century has seen a dramatic rise in the study of systems, network theory and how systems can self-organize. The study of emergence in systems theory looks at how complex behavior can arise out of simple rules without the need of hierarchical control or planning. They provide a hopeful basis upon which we can understand how a social structure, in the absence of command-and-control hierarchies, can self-organize to form a well-functioning society populated by responsible members.

In general these system theories like Complex Adaptive Systems have looked at agents that are concerned mostly about themselves, a cynical generalization of human nature that has persisted in, and underlies the data in, numerous fields of study. We have seen that cultural values, from a familial to national level, play a large part in where an individual falls on the spectrum of altruism. As such we are adding in a new variable into the equation, and this is expansion of consciousness, and inclusivity of identity. What we hope is that systems theory will begin to look at how emergence can arise out of agents who are not acting in pure self-interest but in ways where they care about each other. Part of the vision of this book is to begin to lay out what this new systems theory will look like.

In our research for this book, and our experiments in our communities, we have come to find that open collaborative systems work differently as the amount of

caring in the system increases. They also work differently as people are able to tap more deeply into their identity, below certain culturally conditioned layers, and give of themselves from that place. We are in the process of mapping a phase transition in the way open collaborative systems behave as these parameters increase.

The open collaborative systems also undergo yet another behavioral shift/phase transition as people are supported by the system to enter into more inclusive consciousness states, allowing them to more easily tap into the collective consciousness field, a group mind so to speak, and allowing it to guide their behavior. The independent agents of the collaboration begin to work more as one unit, and the action of the whole is somehow amplified by this synergy. People, processes, theories and groups involved with helping this aspect of the transition include Integral Ecology, Council of All Beings, Theory U facilitation techniques, Spiral Dynamics in its turquoise and higher levels, global meditations, and Sri Aurobino's work with collective consciousness.

... In this spirit, this present book is a compilation of many of the ideas and examples that are bringing this new and also ancient worldview into the forefront of our culture today. It is an open collaborative project itself, tapping into the power of the collective, by being not only about open collaboration, but the product of it as well. It draws encyclopedic content from the communal well of open-source wikis such as Wikipedia, and architects these isolated pieces of information into a form that gives a sense of this new paradigm landscape. Its principals have been engaged in it as an open collaborative experiment from the outset. Further, as an iterative book, now in version 2.2, it is an experiment of the principle that projects don't have to be finished before they are put out to the world, as 'finished' is in some sense just an idea; everything is always evolving. So as you read study and apply it, do please consider this book to be in perpetual beta, and one which you can give feedback to and participate in; it is an emergent and perpetually changing, hopefully improving, collaboration. A bit like this world.

An Emergence of Convergence

(chronicling the historical shift towards collaboration)

AKB

Please Participate in Updating, Correcting and Clarifying this Historical Article

The world's mind was ablaze in the 1960's. Whether this was a destructive fire or a transmutative and purifactory fire is in many senses a matter of perspective, but by any account, some long-standing structures, inner and outer, came down as a result and ended up as fertilizer. The United States was in many ways leading the charge of change in that era, for better and for worse, and in the midst of it all little known event, a street procession, was held in the Haight district of San Francisco commemorating the "Death of the Hippie". That was 1967.

But in this death, as in many in nature, a seed pod burst open, and gave new life. This book is in many sense a flower, pollinating and pollinatable, of this and many other seed pods burst during that time.

What was birthed in a few certain nodes of human culture throughout that era, from 1960 through to the early 70's and spread widely, is very much the world we see now; the great dialogue in which all is laid bare for collective, and collaborative, re-evaluation. Now more than ever human are faced with the mandate to take stock and choose what we take with us on the journey forward.

We began the 60's in the United States with the view of Universality, well set forth by Martin Luther King Jr. et al. The books "Silent Spring" by Rachel Carson and "The Feminine Mystique" by Betty Friedan, released in 1962-63, launched the environmental movement and the women's liberation movement, respectively. Eastern inquiry, based on the perception of interdependence, had long reached western shores but was by now taking root across cultural divides. The spritual science of the Tibetan plateau, rigorously cultivated in isolation for 1,300 years, poured over the Himalayan retaining wall into India and the world beyond like some time-release multi-vitamin.

We ended the 60's with myopia-jarring photographs of the One Earth floating in vast space, and we saw the thin film of atmosphere which separated us from a world without life.
1969 saw the birth of the internet.

In his book "The Expansion of Consciousness", Ralph Metzner points out that the 'counter-

culture' of this era was 'countering' the institutions and norms that were blocking the expansion of consciousness. He clarifies that these movements were essentially 'for' expansion more than being 'anti' anything, however they may have been portrayed. This in the same way that moving a logjam out of a river is an action 'for' flow and all the good that comes from it downstream, rather than 'against' logjams, or logs for that matter (admittedly not all change-agents during this era behaved as if they realized this).

Defined in one sense as "heightened self-awareness", this expansion of consciousness across the board during the 60's addressed the nature of the individual and its relationship to the whole. Those institutions highlighted as logjams included the American war-machine (by most accounts war contracts consciousness), racist discrimination, xenophobic self-interest, environmental pollution, sexist discrimination, and ossified conventions in perception, religion, sexuality, music, fashion and art.

Through this process swaths of the culture made an enormous shift from being 'disenchanted' to 'enchanted', from a perception of the ground of meaning residing at the human self or social group alone (we were essentially myth-less), to a ground of meaning residing at the level of the world itself; the planet, human civilization, humanities collective mind, and that of all life, having a conscious, evolutionary intelligence, process and purpose that we are each a part of.

In terms of leaps in cultural consciousness, for a civilization to traverse the distance between the collective consciousness of 1959 and 1969 is a very rare event in history, and that says nothing of it being accomplished within a decade. With so many fundamental renovations in so many areas of our mind and culture what actually happened during this period is more easily recognized in retrospect, and when one looks beyond the advancements of any individual group or particular field to instead for a moment to take in an overview. Seeing the incredible coordination of themes, it seems quite beyond our doing, a bit like the future we are in now was reaching into the past.

Whatever may have been the cause of this; that our paradigm was creaking under the weight of potential nuclear annihilation, environmental devastation, and overpopulation; that communications and media technology allowed for routing traditional bottlenecks, and thus centrally-orchestrated social perception; that the re-introduction of psychedelics into western culture in the 40's and 50's marinated the collective mind and prepared it for the oven of the 60's and a core re-evaluation, for 'dissolution and reassembling' as the alchemical motto goes; that it was the hand (right or left) of God; or that it was an astounding convergence of similarly related phenomenon that actually didn't have anything to do with each other, but aren't humans cute in their ability to make meaning out of things.

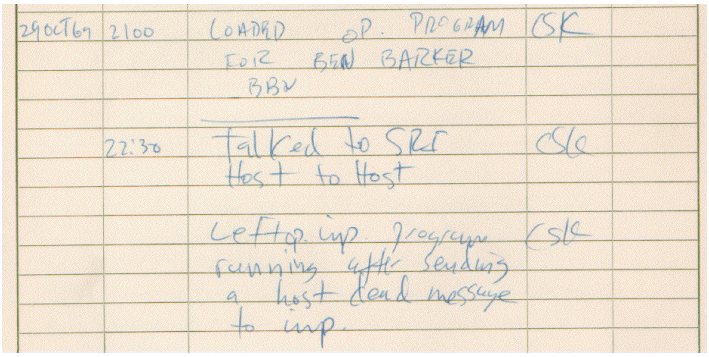
Whichever are the right answer is for this piece beside the point. Our focus here is that these advancements in the areas of technology, ecology, society, art, and both social and individual consciousness, set the foundations for the collaborative potentials and projects that increas-

ingly mark both our present and future world. As well, pertinent to this project, without them, such a book as this could not feasibly exist.

We'll now enter into a more detailed overview of a few of the areas making significant advances towards expansion during this time.

The Internet:

As the decade of the 60's unfolded, these shifts were analogued in the collective mythology through a few streams of events. For the first I'll hand you over to Leonard Kleinrock - in his UCLA archives web-posting: "The Day The Infant Internet Uttered its First Words"



"Below [to the left] is a record of the first message ever sent over the ARPANET. It took place at 22:30 hours on October 29, 1969. This record is an excerpt from the "IMP Log" that we kept at UCLA. I was supervising the student/programmer Charley Kline (CSK) and we set up a message transmission to go from the UCLA SDS Sigma 7 Host computer to the SRI SDS 940 Host computer. The transmission itself was simply to "login" to SRI from UCLA. We succeeded in transmitting the "l" and the "o" and then the system crashed! Hence, the first message on the Internet was "Lo!". We were able to do the full login about an hour later."

(I note here the last name of my collaborator, who has that odd mythic quality to him.) Humanity was also experiencing another watershed moment during this period, in the realm of ecology, the relationship between humans and their environment (and their own inner ecology). It again it expressed itself in manifold ways with many productive seeds being sown.

The Environmental Movement:

Friends of the Earth was founded in 1969 in the United States by David Brower after his split with the Sierra Club, the organization he headed until it had begun compromising more than he deemed wise. Health food stores, which had appeared in the U.S. as early as the 1920s and 1930s selling products such as blackstrap molasses and brewer's yeast, became much more common in the 1960s in connection to the newly emerging ecology movement and counterculture. Many health food stores are still to this day worker owned cooperatives and consumers' cooperatives due in part to their growth of popularity during this particular time, and for the ability of cooperative buying power to bring lower costs to the consumer.

Further springboarding this astounding growth of ecological awareness, and on a pop level, on December 7, 1972 the crew of the Apollo 17 spacecraft took this picture from a distance of 18,000 miles, and sent it home...

Though photos of earth had been taken from rockets since 1948, and earthrises from the moon since 1968, most humans had still never seen such an image, now one of the most widely distributed in history, and it changed the way we thought.

But... not enough for us to, for the proceeding 45 years, not flip the picture upside down to suit our habits. (The image shown is the actual original, from the astronaut's perspective.)

Heralding this image, and part of the same wave, the peace activist John McConnell first introduced the idea of a global holiday called "Earth Day" at a UNESCO Conference on the Environment in 1969. In September 1969 at a conference in Seattle, Washington, U.S. Senator Gaylord Nelson of Wisconsin announced that in spring 1970 there would be a nationwide grassroots demonstration on the environment. The first Earth Day proclamation was issued by San Francisco Mayor Joseph Alioto on the Vernal Equinox, March 21, 1970, and the "first" Earth Day, April 22, 1970, marks for many the beginning of the modern environmental movement. Approximately 20 million Americans participated, with a goal of a healthy, sustainable environment. Today the Earth Day Network's international network reaches over 17,000 organizations in 174 countries, while the domestic program engages 5,000 groups and over 25,000 educators coordinating millions of community development and environmental protection activities throughout the year. Only Earth Day is celebrated simultaneously around the globe by people of all backgrounds, faiths and nationalities. More than a half billion humans participate in Earth Day Network campaigns every year.

This convergence was occurring, but what was actually happening? What does the internet have to do with ecology? If, as some of the entries in this book imply, this world is indeed inextricably interconnected on every level, there must have been something going on in the minds and behaviors of humans too.

Universality, the Diggers and the Hippies:

The 1960's had seen the potent positive rush of the African-American civil rights movement. Dr. King's life tragically ended in 1968, but there had been begun a strong swing in the collective dialogue towards more universalist ideals. Some people were practicing these ideals,

others were at least discussing them disdainfully. Then came the hippies.

Such a generation can appear in the conjunctions of history where the preceding generation is decidedly unable to instill its values, particularly militaristic ones, upon the successive generation, and usually when those values have been glaringly proven to be faulty. The other factor is that there is a degree of accumulated wealth and a high standard of living in the younger generation; freedom so to speak.

The hippies of San Francisco were birthed from a number of groups, one of them being the Diggers. The Diggers, I have been told by an old Digger himself in the Haight, essentially were at first a group of people who had decided that people would function best if they had the freedom to explore themselves and each other, full time. So a group of these people with houses filled those houses with food, and then filled those food-filled houses with people. People who stayed, and who sat in the park with flowers in their hair during the day.

The Diggers were interested in changing the way that people saw the world and knew themselves, and they wanted to give them time to do it. The felt that a new way of doing things was required, and they welcomed radical dissolving of misconceptions, whatever the psychological or social upheaval might be en route. We can see this from a gleeful line in their manifesto "A Trip Without A Ticket" published in 1966. "No one can control the single circuit-breaking moment that charges games with critical reality."

The birth of the modern collaboration movement in the US as we know of it today certainly had some roots in the Diggers, because the Diggers dissolved all of the structures at the foundations of the previous order: Heirarchy, Ownership, Discontinuity, and Exclusivity. A new way of doing things was required. The art and science of collaboration was suddenly forced upon the community. Can you imagine?

To the Diggers, everything was free...
"The Diggers are hip to property. Everything is free, do your own thing. Human beings are the means of exchange. Food, machines, clothing, materials, shelter and props are simply there. Stuff. A perfect dispenser would be an open Automat on the street. Locks are time-consuming. Combinations are clocks." and... "Diggers assume free stores to liberate human nature. First free the space, goods and services. Let theories of economics follow social facts. Once a free store is assumed, human wanting and giving, needing and taking, become wide open to improvisation."

Everyone could take initiative...
"If Someone Asks to See the Manager Tell Him He's the Manager."

They were theatrical, they saw life as theater, and their fantasies were radical...
"At noon 1000 freed beings singing and dancing appear outside to persuade employees to take off for the day. Banners roll down from office windows announcing liberation. Shills in business suits run out of the building, strip and dive in the fountain. Elevators are loaded with incense and a pie fight breaks out in the cafeteria. Theater is fact/action. Give up jobs. Be with people. Defend against property."

And... they had deeply philosophical, and historical, roots. The Diggers of San Francisco were purposely linked in name and ideals with another group: the Diggers, originally called the True Levelers, were a group of English agrarians, nicknamed by their supporters and opponents for their practice of tilling and cultivating common land. The group first became active in 1649. Their beliefs were informed by the writings of Gerrard Winstanley, their founder, which encompassed a worldview that envisioned an ecological interrelationship between humans and nature, acknowledging the inherent connections between people and their surroundings. The Diggers of England were shortlived, like the Diggers of San Francisco. Their last settlement was disbanded in 1651. Lessons were recorded.

To some eyes, these two movements failed to create the lasting positive collaborative and egalitarian culture which they envisioned. Both groups were learning on the fly, culturally marginalized, and it seems to a certain extent were motivated by "against" rather than "for", a habit which tended to make enemies. Or pehaps they didn't elucidate, or cultivate, their empathy. For the SF Diggers certain elements, particularly media attention and the subsequent influx of less constructive drugs and degenerative free-riders, spelled doom. The procession of 1967 marking the 'Death of the Hippie', was staged by the Diggers.

In such an environment as was created for those short years, the search for answers and a new way of being and collaborating, which we must in this world, was undertaken with the view that that there were no traditional authority figures to be trusted. It was a time without precedent. What occurred was radical experimentation running the gamut; communal living, cooperative ownership, parapsychology, gestalt therapy, somatic and transpersonal psychology, psychedelic drugs, alternative currencies, freestyle dancing, polyamory, meditation, ascetic yoga, health food, on and on. Lessons were learned, successes and failures were clocked. Love was made.

It is likely impossible to guage what impact this has had upon the world as we know it today, but if we could trace the progress in countless fields that came from this experimentation, we can sense it is huge. Francis Crick claimed to have discovered the double helix form of the human genome inspired by of a dose of lsd, a chemical which in turn was synthesized in 1943 by Albert Hofmann within months of the first nuclear chain reaction by Enrico Fermi, reseach which directly led to the atomic bomb. It should simply be acknowledged that having unleashed such tools as these, we have a very great responsibilty now, and one which makes a clear either/or equation; mature stewardship and application of these tools, or the alternatives.

Culture, Context, Consciousness, and Collaboration:

This brings us to consciousness and evolution, and that in turn bring us to human culture and its evolving expressions. The way we do things is an expression of how we see the world. Change the view, and what appears to be the right way to do things changes. We can't blame someone for a limited view and maintaining certain ways of doing thing for lack of information. Humans are ingenious, to a degree, and are solution creators. But we almost always create solutions within the parameters of our perspective. This now is the age of informtion, and excuses for behavior which damage the collective are becoming more and more tenuous, and less and less tolerated (or at least tolerable). Our perspective is changing at light speed, and the terrain has just expanded by an entire order of magnitude in either direction. Through Hubble, and through cyberspace, and now the real world mythos of the singularity.

With Hubble imagery, freely available to a few billion people since the turn of the millenium, we are offered an awe inspiring canvass on which our challenges are being played out on. And with cyberspace we have a whole new ground for collaboration. This book aims at assuring that what goes on in cyberspace has real-world feedback loops, that are consistent with the granduer we have proven we exist within. That the positive advancements made in such cyber environments have real feet planted on the real earth which in turn is clearly a quantum in a much larger story.

Collaborative internet technology is allowing a new way of learning, co-creating, mapping, and disseminating the fruits of our evolutionary process. It is allowing each person the opportunity to put the pieces together, gather a view, and then to become a collaborator in the collective tapestry in a way never before possible. At the same time, ecological feedback loops are increasingly pressing us to recognize the interdependence of humans and the biosphere, and that it is our common inheritance and responsibility. Ownership currently is a highlighted issue, not only for physical real estate, but for the internet, and water, and people. Copyright laws are being recontemplated in this new environment. Remix culture is alive.

Humans have not ceased evolving. Our culture too, an expression of the human mind and its ways of satifying our baser drives and higher urges, continues to morph unabated. The usual cast of forces is vying for the levers. But however this era pans out, we are all connected, and we can posit that this is for a good reason. The behavioral characteristics of a person that arise as an expression of the deep recognition of this interconnectedness are the very characteristics that are lauded by the spiritual traditions of the world.

When the first wikis were created, collaborative text bodies, they seemed to be running the same risk that one would with putting a box of spray paint cans next to a grey concrete wall, and leaving it there. There are many things we can imagine people to do. To the surprise of many, on the wikis people have mostly acted quite collaboratively (and with little precedent for them to follow). The majority of the backend of the internet as we know it was created for free,

by the hard work and genius of open source programmers. You likely benefit from open collaborative projects everyday with or without knowing it.

The examples laid out here imply a common thread. They are mythological markers in humanity's process of recognizing and adjusting its behavior to the truth of a profound interdependence of all things.

This book supports us to continue to collaboratively rebuild this world on an increasingly accurate, benevolent, and informed foundation. It is a book for children, our inheritors. Also it assists us to continue to connect those whose concern for the collective is a foundation of their activity, with others, and to projects that build upon their gifts. With this project, and countless other avenues of inspired media, more and more people in the world can gain a more clear picture of what solutions are actually out there, available, and that can be applied now. A proposition not of final answers but of things to consider, to experiment with, to apply for the good of the collective, and to evolve. It is a showcase of beautiful human activity.

A new human culture has been emerging, as an expression of deep changes in our worldview that have come about as a neccesity, in the face of what is. It appears to be a culture that is fundamentally different than anything that has existed before. Read on, and imagine what it might be like. Participate. Get involved with or create a collaborative project and get your ego's conditioned buttons really pushed, dive in, and move beyond them. Make something. Share your gifts.

Being aware in this point of history makes any thinking mind and feeling heart into an oddessy of poetic proportions. In a myth the stakes are high, there are usually gods of opposing temperments rooting for success or failure, and everything you do matters. Pages are not erased, and a good myth gives meaning and purpose to tribulation in the end.

In the current climate Collaboration appears to be the only solution to righting the ship of our collective destiny (and making the story make sense).

Our future is tilled and ready to be seeded, tended, grown, and eaten in time. Nothing appears certain, and its hard to see around the corner of even just a few years anymore. What is certain is that what we grow is what will be eaten. With all we now know, and with all the sweat and tears shed, we owe it to ourselves, and others, to make it good for all of us. We can. Some people will fight it with venom, as they guard their hearts and minds from rending open to the apparent inconvenience of the responsibilities, self-assumed, when one feels a unity with all life. No problem, thats natural. Just carry on, and expect it to change.

How to use this book

This book is here to give you an access point to the extraordinary universe of open collaboration, of what is possible. Spending some of your valuable time with this text will bring significant reward by helping you develop more of an understanding of what appears to be the emerging trend of human culture, and subsequently an intuition of how you can play a part.

There are many ways you can read this book, one is to just flip it open to different entries and read. Another way is to use it as a reference book when you want to look something up. We have designed keys for making the book more easily navigated when searching for a particular type of solution, but have also done what we can to make every entry interesting in its own regard. It could even be used as a course reference textbook, you'll just need to design the course.

It can be studied intensely and applied in the real-world, or read casually as a matter of cultural literacy. Have it sit on your coffee table, leave it lying around the house or office, leave it on a park bench for a random stranger (see the entry "booch mooch"), donate a copy to your local library, or start a study group. Its a good bathroom book, although we advocate keeping your bathroom clear of reading material so that you can use that precious down-time to actually clear your mind, which is also an initial key to learning effective open collaboration.

The classification of entries here is a kind of road map to the world of open collaboration. The table of all the entries at the front of the book shows the various ways each entry can be categorized. For instance a potluck is listed as belonging to three categories.

1. **open space platform** - it allows people to have a platform from which to showcase their stuff; which in this case is the food they cook

2. **sharing** - its a a way to share things

3. **projects supporting user created content/products** - the food is created by the people who eat it. By looking at how different entries are categorized you get a deeper understanding of that entry.

Each category is also given an abbreviation (why is abbreviation such a long word?). In this case of our example we would have: 1) OSP, 2) SHAR, and 3) USER.

If at the moment you are interested in facilitation methods you can use the table and scan down to see all the different entries that have to do with facilitation (FAC).

This book can also help you and your organization design your own project. If your

idea is to build a collective for instance, first decide what areas you need new perspective on; you may be looking for new ways to organize your projects. To do this you can look down the list in the category "METH" (Methods of organizing and project management). There are many entries listed here like agile software management, and apache software. The agile software management entry may give you an idea of how a software project is organized. But don't despair, this method of organizing may also be used for organizing any kind of collective.

What this book can show you is the analogies between different disciplines, to show you the deeper patterns that are occuring in many different subcultures that is helping to birth this new paradigm of open collaboration.

There are different ways to organize a group of people - nonhierarchically or hierarchically, in an open system where others can join or in a closed system closed to outsiders, in an emergent way where things unfold in a more improvisational manner or in a planned way where things are set out ahead of time, in a way where things and services in the group are unowned or in a way where everything is owned.

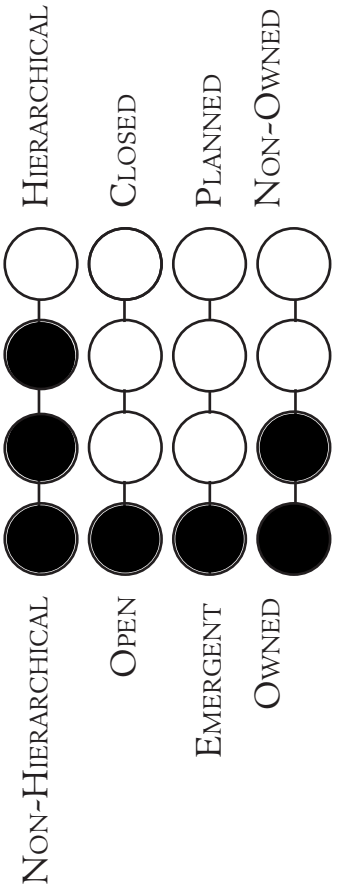
We can create a map to look at the open collaborative properties of any project/organization/social system. Each of the 4 columns in this matrix denotes a certain property. The first column describes how non-hierarchical or hierarchical something is. The second column describes how open or closed something is. The third column describes how emergent of planned something is. The fourth column describes how non-owned or owned something is. The lower parts of each column indicate more openly collaborative - meaning they are more non-hierarchical, open, emergent, and non-owned. The higher parts of each column indicate more hierarchical, closed, planned, and owned. Dots filled in in the top of the column indicate a tendency towards non-collaborative qualities. Dots filled in in the bottom indicate a tendancy towards open collaborative models. If more than one or all the dots are filled in a column then that system can have instances that are either more openly collaborative or not.

For example a library is denoted thus:

Library

SHAR PLAT

The lions of the main branch of the New York Public Library, "Patience" and "Fortitude" blanketed during a snowstorm. This work is in the public domain in the United States, under the terms of 17 U.S.C. § 105, as the original photo is a work of the United States Federal Government. (c.1948)



The first column denotes how nonhierarchical or hierarchical it is. The lower dots being filled indicates nonhierarchy, higher dots filled in denotes hierarchy. Here we see that a library's organizational behavior ranges from being non-hierarchical to being somewhat hierarchical. The second column denotes openness or closedness. Only the lower dot here is filled in here indicating a library is open to everyone, it is not exclusive. The third column indicates how emergent or planned things are. Who borrows books is not planned so the system is reasonably emergent. The fourth column denotes ownership or non-ownership. A library basically owns the books, but because everyone can use it tends towards non-ownership status.

These 4x4 matrices can help you get a sense, in a glance, of these qualities in each entry. Note: There is a significant degree of subjectivity in how to categorize these entries according to the 4 columns. We welcome user feedback.

What's In This Book?
(and what are those letters under each entry?)

Websites that list and aggregate things	**AG**
Books and articles explaining about collaborative structures	**BO**
Circles and collaboratives	**C**
Chaordic structures	**CHAORD**
Concepts and Ideas around collaboration	**CON**
Higher consciousness related	**CONS**
Collaborative decision making processes	**DEC**
Facilitation methods	**FAC**
Licenses	**LIC**
Local community	**LOC**
Methods of organizing and project management	**METH**
Open source project with many people creating one work	**OSP**
Projects enabling peer to peer interactions	**P2P**
Open space platforms	**PLAT**
Remix culture	**REMIX**
Sharing things and Spaces	**SHAR**
Systems theory science related to collaborative systems	**SCI**
Projects Supporting User Generated Content/Actions/Projects	**USER**

Tips for Applying this Book in a Project

In any project's organization there are a number of questions you will need to ask yourselves, some at the outset, some later. In the following section you can easily identify the entries which may have some answers to your questions, or at the very least some useful food for thought.

How will we go about organizing your project?: **METH - OSP**

How can we allow many people to participate in your project?: **USER - METH - OSP - CHAORD**

What kind of decision making processes can we use?: **DEC - FAC**

What facilitation methods can we use for our group?: **FAC**

How can we share things/ideas?: **SHAR - REMIX**

How can we license products of our project in alternative forms of ownership?: **LIC**

How can we connect people with each other peer-to-peer?: **P2P**

How can we provide a platform for many people to showcase their ideas/work/things?: **PLAT**

How does an open collaborative project work from a systems theory viewpoint?: **SCI**

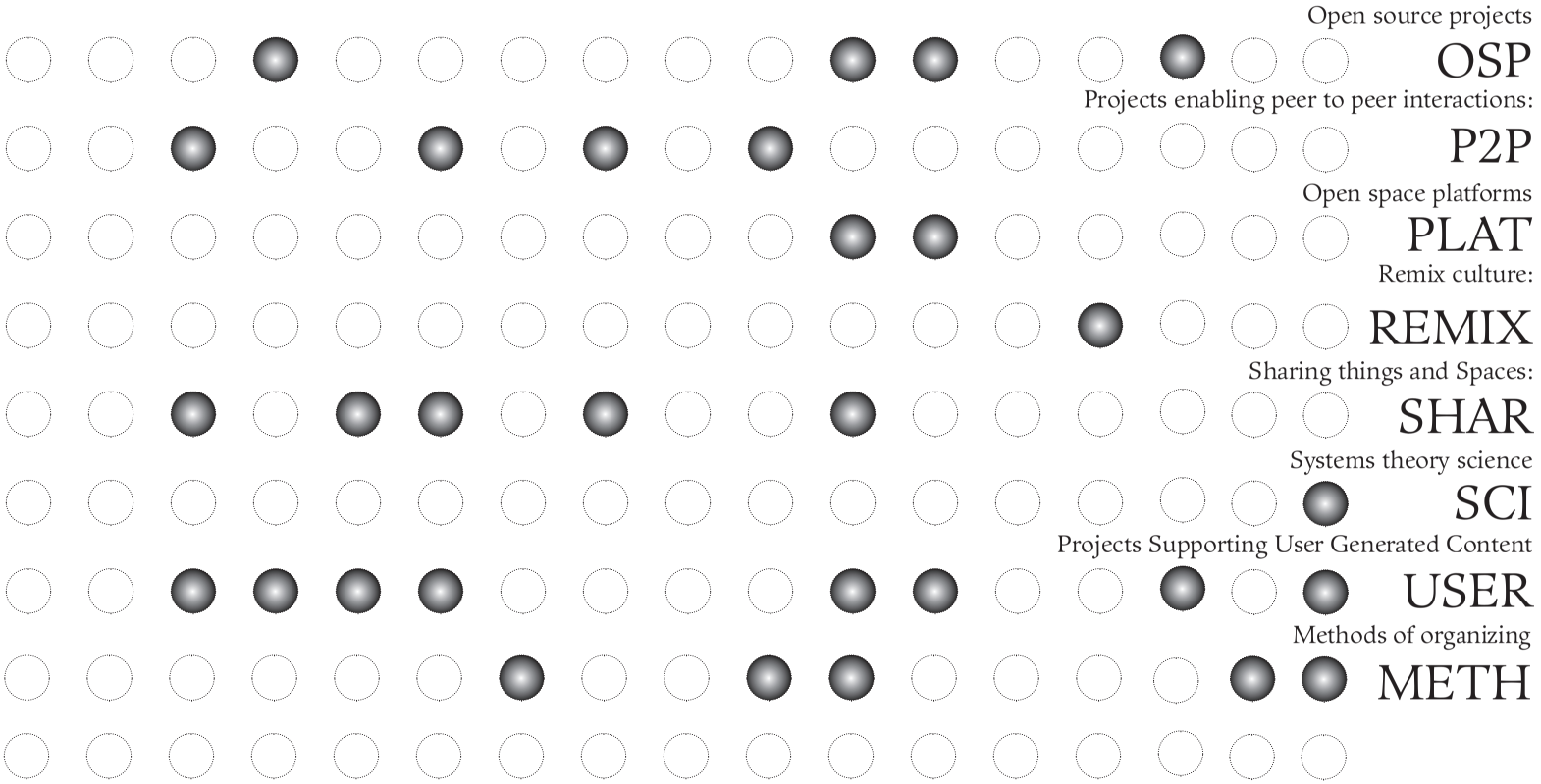
In addition to these questions, there are other things to consider. Your project can be anywhere on the spectrums of non-hierarchical or hierarchical, open or closed, emergent or planned, non-owned or owned. Identify projects at a glance that have similar qualities to what you want through the **4 x 4 matrix tables** beside each main entry, explained on page xii of this section, and in the key the last page of this section.

Check out the **Open Collaboration phase diagram** in Appendix A to find projects that allow ranges of behavior, and a range of influence people have on each other's behavior, that is similar to your ideal.

Navigation

On this chart identify what categories (on the top bar) are relevant to your project, organization, or study. Use the dots to identify entries (on the side bar) which give insights you may be looking for. Turn the book sideways if you wish. This chart covers main entries only at this time.Please write to us and suggest new categories.

	Websites that list and aggregate AG	Influential Books and articles BO	Circles and collaboratives C	Chaordic structures CHAORD	Concepts and Ideas CON	Higher consciousness related CONS	Collaborative decision making processes DEC	Facilitation methods FAC	Licenses LIC	Local community LOC
Adaptive system	○	○	○	○	○	○	○	○	○	○
Adhocracy	○	○	○	○	○	○	●	○	○	○
Apache	○	○	○	○	○	○	●	○	○	○
Appreciative Inquiry	○	○	○	○	○	○	●	●	○	○
Artist collective	○	○	●	○	○	○	●	○	○	○
Bar Camp	○	○	○	○	○	○	○	○	○	○
Beekeeper model	○	○	○	○	●	○	○	○	○	○
Bio-teams	○	○	●	○	○	○	●	●	○	○
Bohm dialogue	○	○	○	○	○	○	●	●	○	○
Book Mooch	○	○	○	○	○	○	○	○	○	○
Bottom-up / Top-down	○	○	●	○	○	○	○	○	○	○
Carpool	○	○	○	○	○	○	○	○	○	●
Carshare	○	○	○	○	○	○	○	○	○	●
C.A.S.T.	○	○	●	○	○	●	○	●	○	●
Casual carpooling	○	○	○	○	○	○	○	○	○	●
	○	○	○	○	○	○	○	○	○	○
	○	○	○	○	○	○	○	○	○	○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P2P
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REMIX
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Systems theory science
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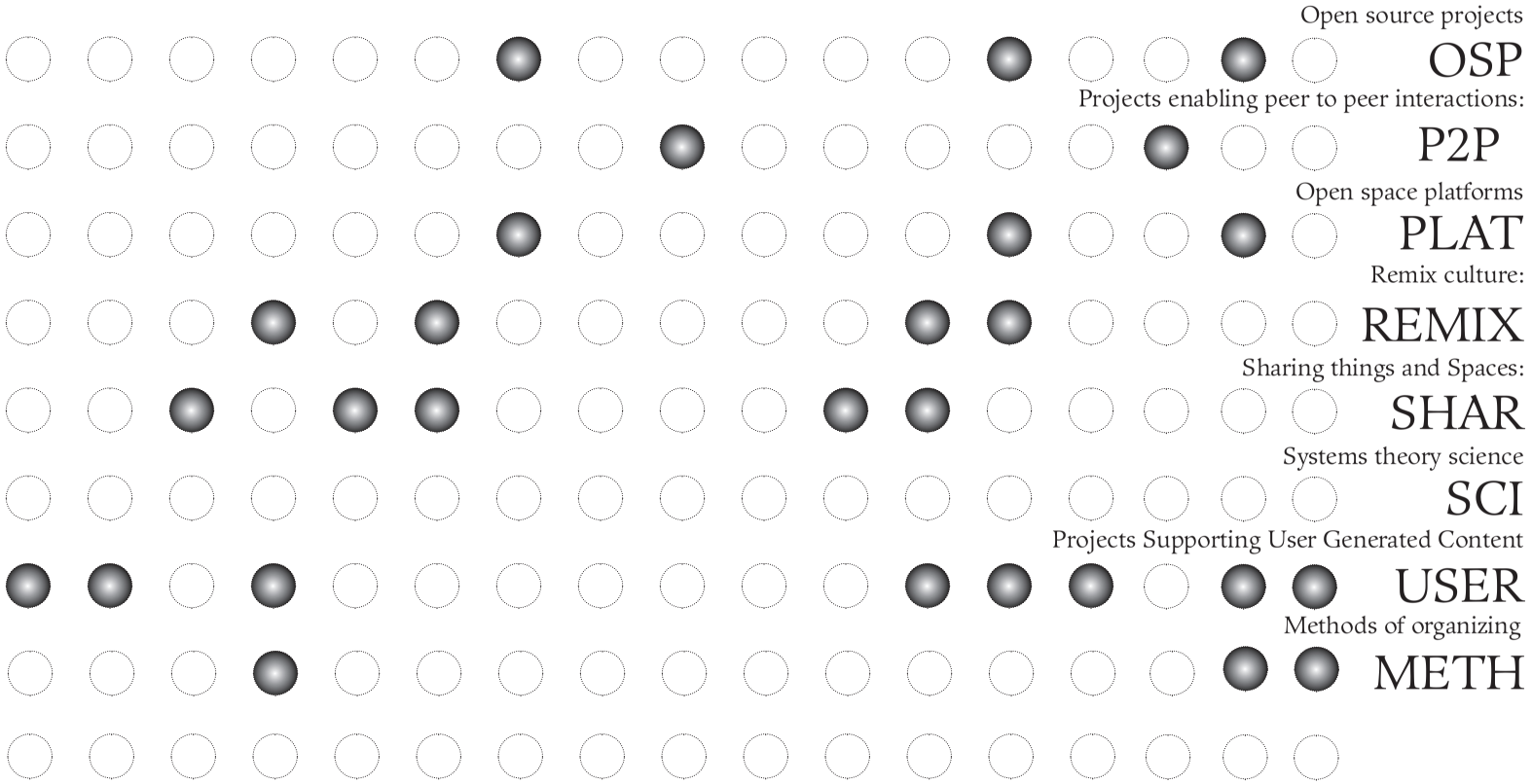
The Cathedral & the Bazaar	○	●	●	○	○	○	○	○	○	○
Chaordic	○	○	●	●	○	○	●	○	○	○
Circlecenter	○	○	●	○	○	●	○	○	○	●
Citizen journalism	○	○	○	○	○	○	○	○	○	○
Citizendium	●	○	○	○	○	○	○	○	○	○
City Repair Project	○	○	○	○	○	○	○	○	○	●
Cohousing	○	○	●	○	○	○	○	○	○	●
Collaborative blog	○	○	○	○	○	○	○	○	○	○
Collaborative filtering	●	○	●	○	○	○	○	○	○	○
Collaborative intelligence	○	○	●	○	○	○	○	○	○	○
Collaborative writing	○	○	○	○	○	○	○	○	○	○
Commons	○	○	○	○	○	○	○	○	○	○
Consumer's cooperative	○	○	●	○	○	○	○	○	○	○
Commons-based peer production	○	○	●	○	○	○	○	○	○	○
Community bi-cycle program	○	○	○	○	○	○	○	○	○	●
Community building	○	○	●	○	○	○	●	○	○	●
Community gardening	○	○	○	○	○	○	●	○	○	●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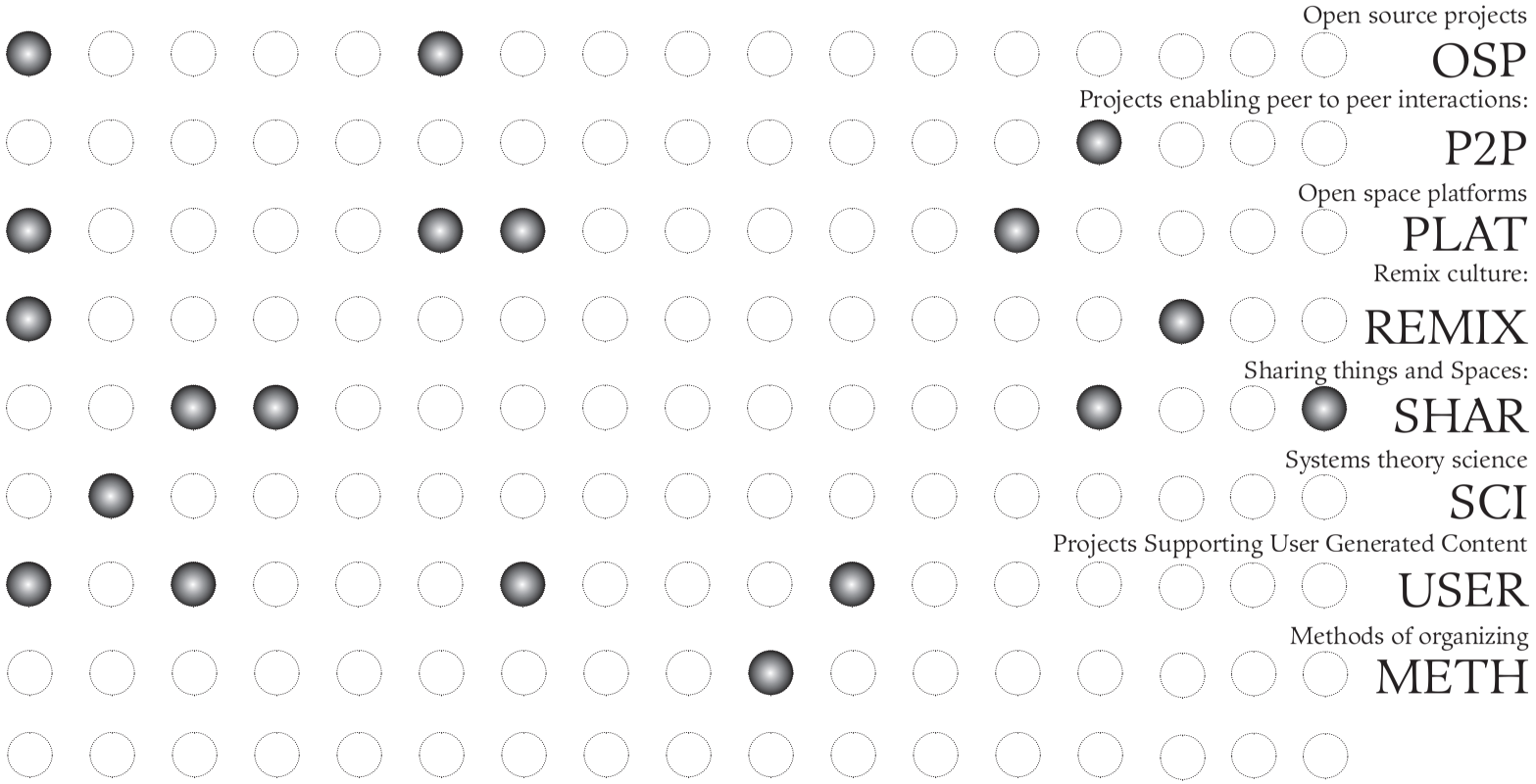
Community of practice	○	○	●	○	○	○	○	○	○	○
Cooperative banking	○	○	●	○	○	○	●	○	○	○
Copyleft	○	○	●	○	○	○	○	○	●	○
Couchsurfing project	○	○	○	○	○	○	○	○	○	○
Creative Commons	●	○	○	○	○	○	○	○	●	○
Critical pedagogy	○	○	●	○	○	○	○	●	○	○
Crowdsourcing	○	○	●	○	○	○	○	○	○	○
Culture of Care	○	○	●	○	○	●	●	●	○	●
Decentralization	○	○	●	○	○	○	○	○	○	○
Deep democracy	○	○	○	○	○	●	●	●	○	●
Del.icio.us	●	○	○	○	○	○	○	○	○	○
Drum circle	○	○	●	○	○	○	○	○	○	○
Dunbar's number	○	○	●	○	○	○	○	○	○	○
Eco-communalism	○	○	○	○	○	○	○	○	○	●
Eco-village	○	○	●	○	○	○	○	○	○	●
Emergence	○	○	●	○	○	○	○	○	○	○
Encyclopedia of earth	●	○	○	○	○	○	○	○	○	○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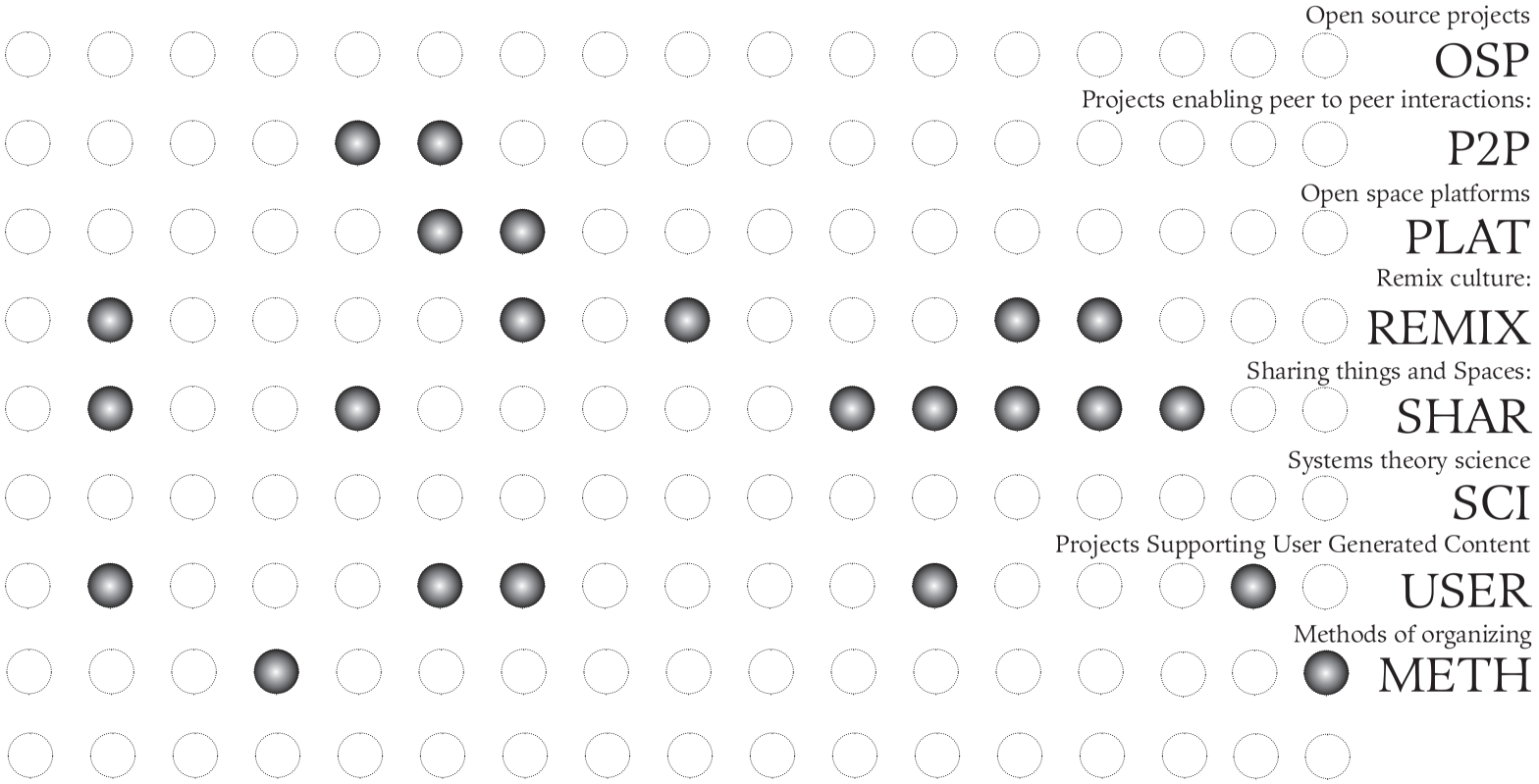
Extreme Programming	○	○	○	○	○	○	●	○	○	○
Findhorn ecovillage	○	○	●	○	○	●	○	○	○	●
Folksonomy	○	○	●	○	○	○	○	○	○	○
Free culture	○	○	●	○	○	○	○	○	○	○
Free software	○	○	○	○	○	○	○	○	●	○
Gift economy	○	○	○	○	○	○	○	○	○	○
Giving circles	○	○	●	●	○	○	●	○	○	○
Global consciousness project	○	○	○	○	○	●	○	○	○	○
GNU license	○	○	○	○	○	○	○	○	●	○
Group dynamics	○	○	●	○	○	○	○	○	○	○
Halfbakery	●	○	○	○	○	○	○	○	○	○
Heartcircles	○	○	●	●	○	●	○	●	○	●
Hitchhiking	○	○	○	○	○	○	○	○	○	●
Holacracy	○	○	●	○	○	●	○	●	●	○
Housing cooperative	○	○	●	○	○	○	●	○	○	●
Ideas bank	○	○	○	○	●	○	○	○	○	○
Intentional community	○	○	●	○	○	○	○	○	○	●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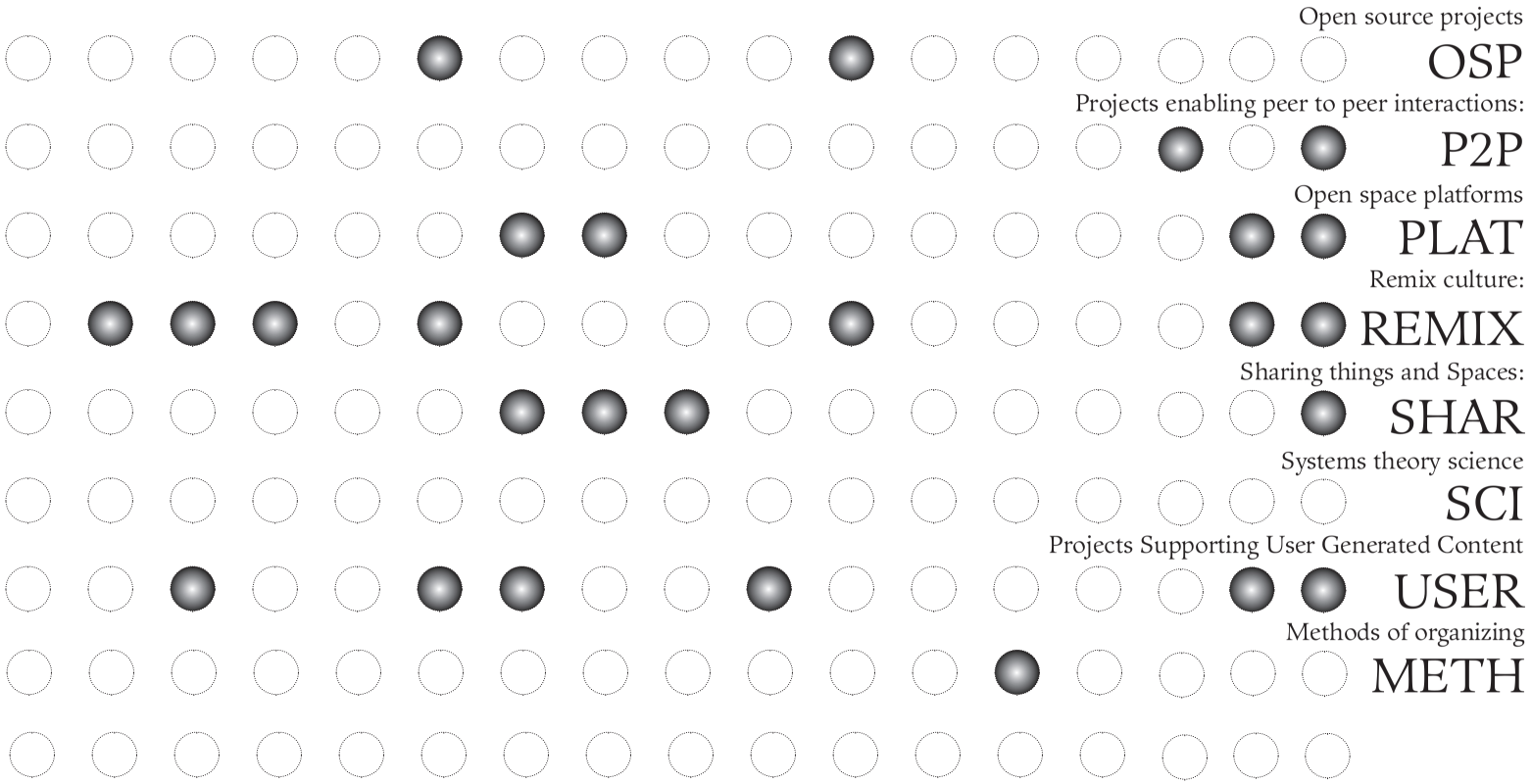
Internet	○	○	○	●	○	○	○	○	○	○
Internet forum	○	○	○	○	○	○	○	○	○	○
Intranet	○	○	○	○	○	○	○	○	○	●
Iroquois economy	○	○	○	○	○	○	○	○	○	●
Iterative development	○	○	○	○	●	○	○	○	○	○
Jam session	○	○	●	○	○	○	○	○	○	○
Kaltura	○	○	○	○	○	○	○	○	○	○
Katrina peoplefinder	●	○	○	○	○	○	○	○	○	○
Knowledge management	○	○	●	○	○	○	○	○	○	○
Library	○	○	○	○	○	○	○	○	○	○
Library 2.0	○	○	○	○	○	○	○	○	○	○
Linux	○	○	○	○	○	○	●	○	○	○
The Long Tail	○	○	○	○	○	○	○	○	○	○
Mashup (digital)	○	○	○	○	○	○	○	○	○	○
Mass collaboration	○	○	○	○	●	○	○	○	○	○
Mediation	○	○	○	○	○	○	○	●	○	○
Media transparency	○	○	●	○	○	○	○	○	○	○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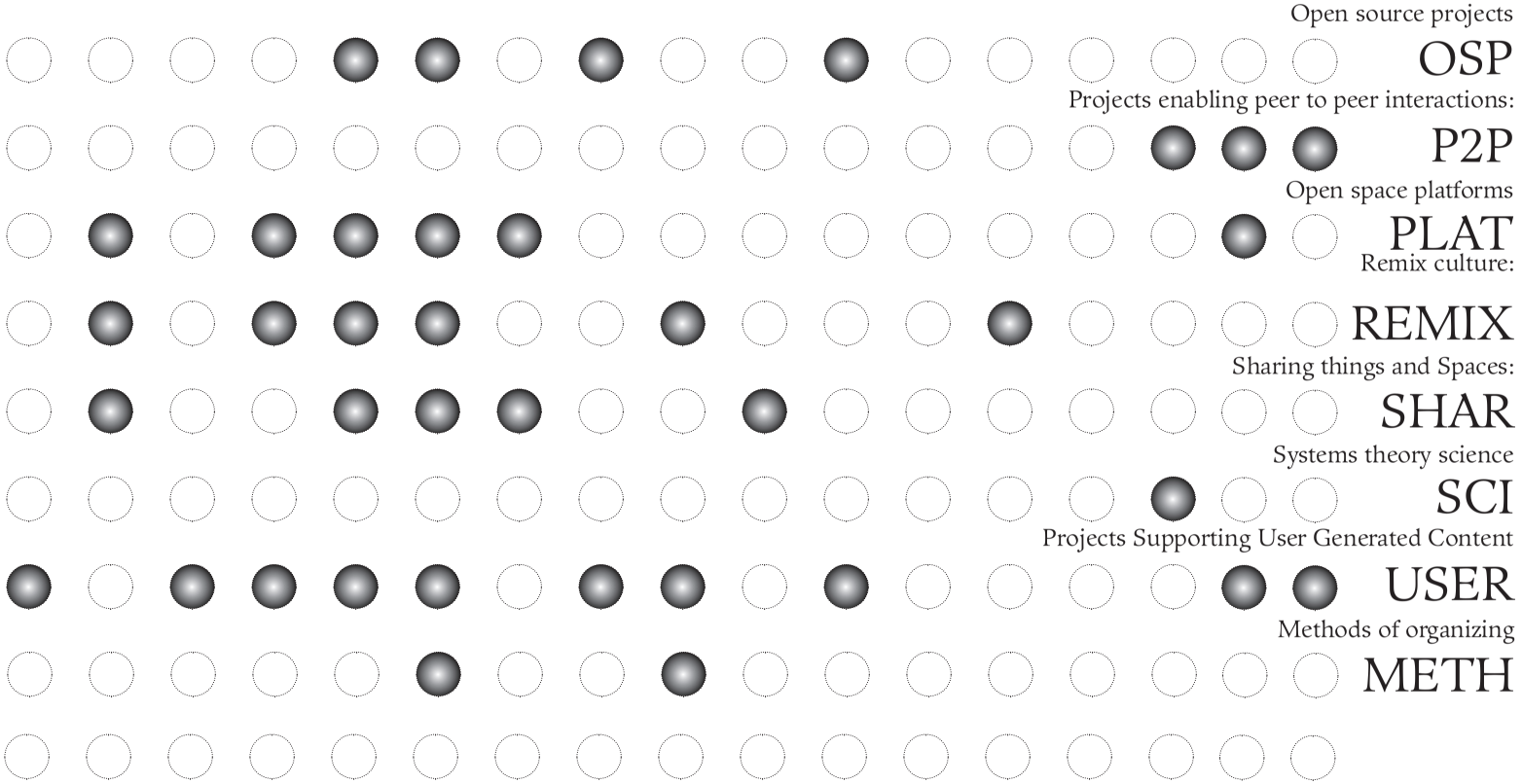
Meetup.com	●	○	○	●	○	○	○	○	○	○
Network economy	○	○	○	○	●	○	○	○	○	○
Network effects	○	○	○	○	●	○	○	○	○	○
Neo-tribalism	○	○	○	○	●	○	○	○	○	●
Nonviolent communication	○	○	○	○	○	●	○	●	○	○
Noosphere	○	○	○	○	○	●	○	○	○	○
One-second film	○	○	○	○	○	○	●	○	○	○
Open access	○	○	○	○	●	○	○	○	○	○
Open design	○	○	○	○	●	○	●	○	○	○
Open Directory Project	●	○	○	○	○	○	○	○	○	○
Open educational resources	●	○	○	○	○	○	○	○	○	○
Open source	○	○	○	○	●	○	●	○	○	○
Open source definition	○	○	○	○	●	○	○	○	●	○
Open Space Technology	○	○	○	○	○	○	○	●	○	○
Open system	○	○	○	○	●	○	○	○	○	○
Open textbook	●	○	○	○	○	○	○	○	○	○
Participatory budgeting	○	○	○	○	●	○	●	○	○	○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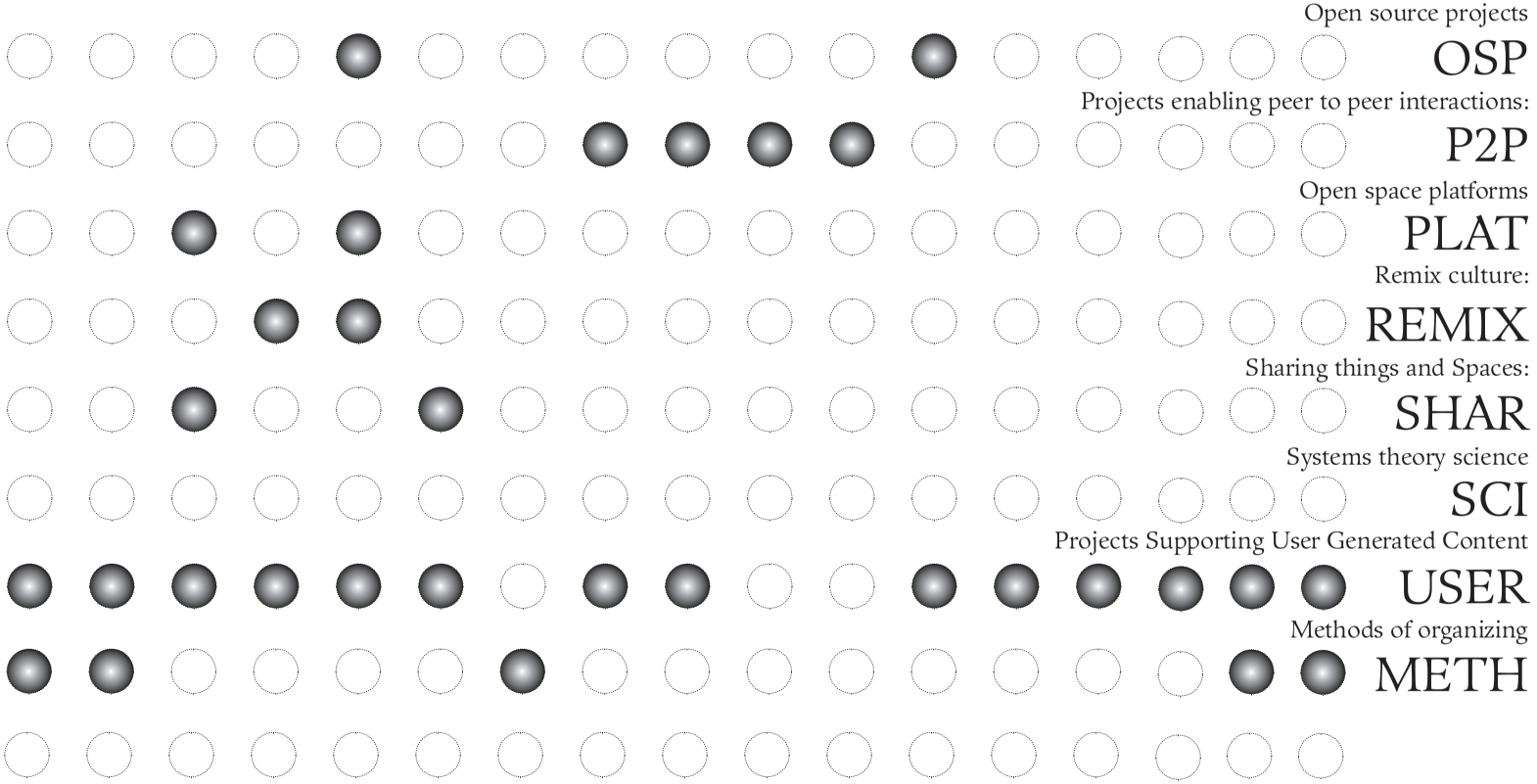
Participatory democracy	○	○	○	○	●	○	●	○	○	●
Participatory design	○	○	○	○	●	○	●	○	○	○
Participatory management	○	○	○	○	●	○	●	○	○	○
Participatory urban planning	○	○	○	○	●	○	●	○	○	●
Participatory organization	○	○	○	○	●	○	●	○	○	○
Participatory theatre	○	○	○	○	○	○	○	○	○	○
Peer to peer computer network	○	○	○	○	○	○	○	○	○	○
Peer to peer	○	○	○	○	●	○	○	○	○	○
Peer to peer banking	○	○	○	○	○	○	○	○	○	○
Peer to peer lending	○	○	○	○	○	○	○	○	○	○
Perpetual beta	○	○	○	○	●	○	○	○	○	○
Placemaking	○	○	○	○	○	○	○	○	○	●
PlanetMath	●	○	○	○	○	○	○	○	○	○
Potlatch	○	○	○	○	○	○	○	○	○	●
Potluck	○	○	○	○	○	○	○	○	○	●
Professional amateurs	○	○	○	○	●	○	●	○	○	○
Project management 2.0	○	○	○	○	●	○	●	○	○	○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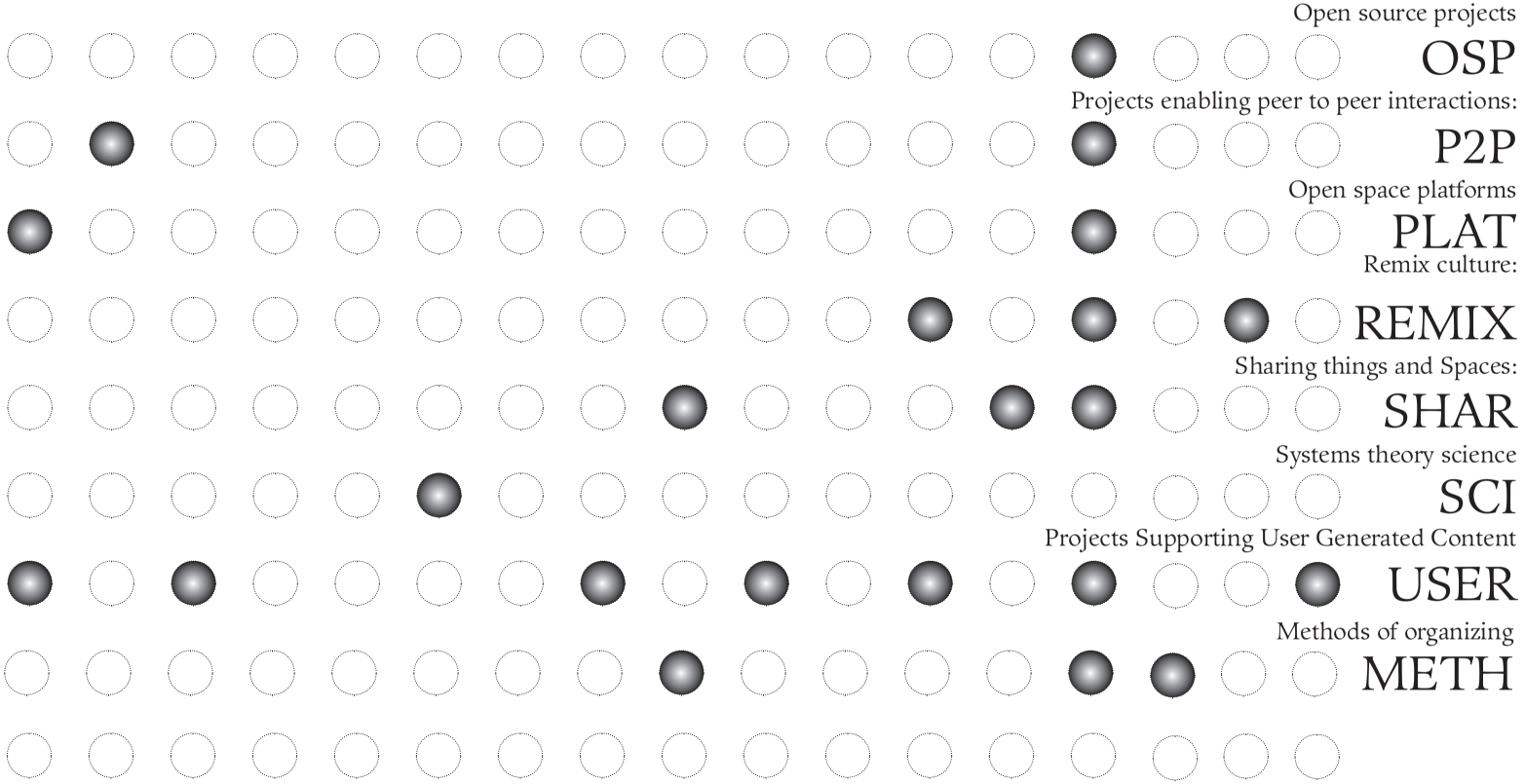
Prosumer	○	○	○	○	●	○	●	○	○	○
Public domain	○	○	○	○	●	○	○	○	●	○
Quorum	○	○	○	○	○	○	●	○	○	○
Rainbow gathering	○	○	●	●	○	●	●	●	○	●
Regiving	○	○	○	○	○	○	○	○	○	○
Remix culture	○	○	○	○	●	○	○	○	○	○
Respect diversity	○	○	○	○	○	○	○	○	○	○
Revolutionary Knitting Circle	○	○	●	○	○	○	●	○	○	○
Rochedale principles	○	○	○	○	●	○	●	○	○	○
Scrum	○	○	○	○	○	○	●	○	○	○
Search for common ground	○	○	○	○	○	○	○	●	○	○
Self-organization	○	○	○	○	●	○	○	○	○	○
Semco	○	○	○	○	●	○	○	○	○	○
Share circles	○	○	○	○	●	○	○	●	○	○
Skillshare	○	○	○	○	●	○	○	○	○	○
Skype	○	○	○	○	○	○	○	○	○	○
Slashdot	●	○	○	○	○	○	●	○	○	○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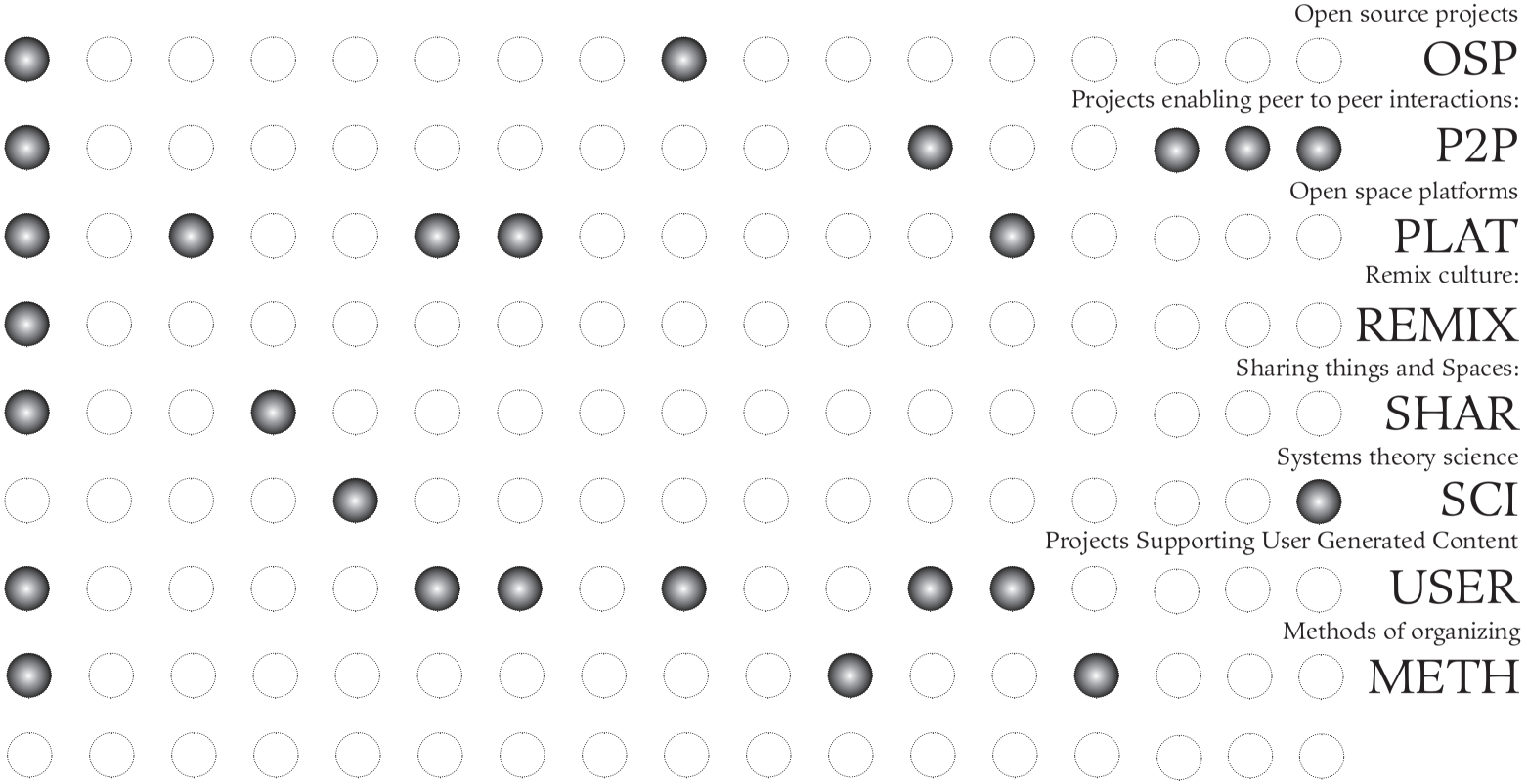
Small-world network	○	○	○	○	●	○	○	○	○	○
Smart mob	○	○	○	○	●	○	○	○	○	○
Social network	○	○	○	○	●	○	○	○	○	○
Sociocracy	○	○	●	○	○	○	●	●	○	○
Sourceforge.net	●	○	○	○	○	○	○	○	○	○
Speedgeeking	○	○	○	○	○	○	○	●	○	○
The Starfish and the spider	○	●	○	○	●	○	○	○	○	○
Swarm intelligence	○	○	○	○	●	○	○	○	○	○
A swarm of angels	○	○	○	○	○	○	●	○	○	○
Teamwork	○	○	○	○	●	○	○	○	○	○
Temporary Autonomous Zone	○	○	○	○	○	○	○	○	○	●
Threadless	●	○	○	○	○	○	●	○	○	○
The Tipping Point	○	●	○	○	●	○	○	○	○	○
Tool lending libraries	●	○	○	●	○	○	○	○	○	●
Town square	○	○	○	○	○	○	○	○	○	●
Tragedy of the commons	○	○	○	○	●	○	○	○	○	○
Transition town	○	○	●	●	○	○	●	●	○	●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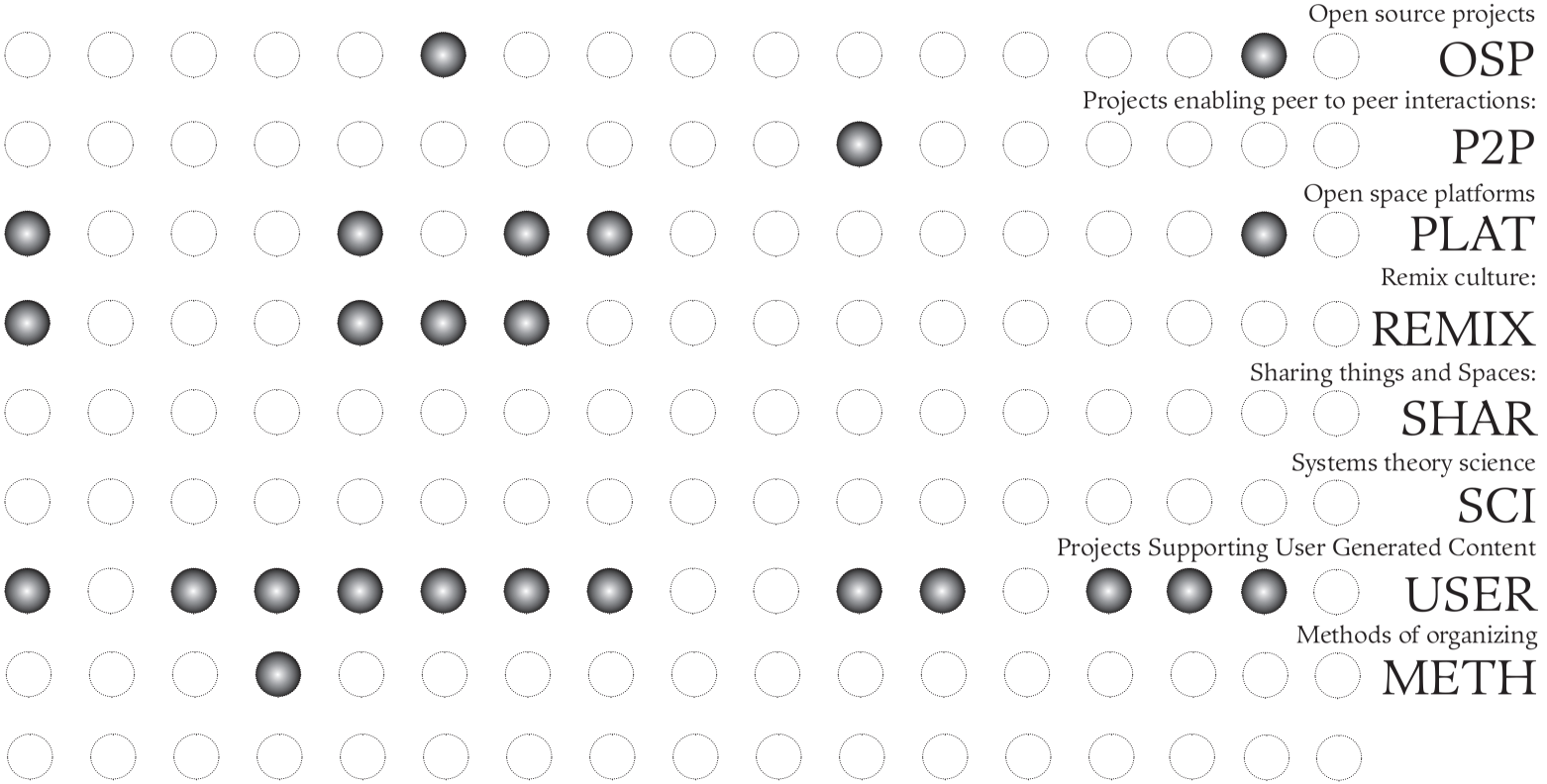
Transparency	○	○	○	○	●	○	○	○	○	○
Unconference	○	○	○	○	○	○	○	○	○	○
Unorganization	○	○	○	○	●	○	●	○	○	○
User-generated content	○	○	○	○	●	○	○	○	○	○
Utility cooperative	○	○	●	○	●	○	●	○	○	○
Village Building Convergence	○	○	○	○	○	○	○	○	○	●
Viral	○	○	○	○	○	○	○	○	○	○
Virtual community	○	○	○	○	●	○	○	○	○	○
Virtual team	○	○	○	○	●	○	○	○	○	○
Web 2.0	○	○	○	○	○	○	○	○	○	○
Wiki	○	○	○	○	○	○	○	○	○	○
Wikipedia	●	○	○	○	○	○	○	○	○	○
Wikiversity	○	○	○	○	○	○	○	○	○	○
The Wisdom of Crowds	○	●	○	○	○	○	○	○	○	○
Women's circles	○	○	●	●	○	○	○	○	○	●
Workers cooperative	○	○	●	○	○	○	●	○	○	○
World Cafe	○	○	○	●	○	○	○	●	○	○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Principles of Open Collaboration

The Qualities Of An Open Collaborative Project

- nonhierarchical (vs hierarchical)
- open (vs closed)
- emergent (vs planned)
- nonowned (vs owned)
- participatory (vs watching)

For instance Wikipedia is an excellent example of an open collaboration project. It has a relatively *non-hierarchical* system. People can post, and edit entries without having to go to through, or ask for permission from people above them in a hierarchcy. It is an *open system* where anyone can contribute, as opposed to a traditional closed encyclopedia which where certain pre-selected experts are chosen to write the articles. Wikipedia is *emergent* and dynamic (as opposed to planned), articles are continually changing moment to moment, as different people can come in and add or edit existing entries. Wikipedia is *non-owned,* anyone can copy and reuse what is written in Wikipedia for their own purposes, allowing the spread of Wikipedia knowledge in a rapid manner. Wikipedia is *participatory* - readers can add to entries. In traditional encyclopedias readers can only read entries.

Burning Man is an example of a festival that is more openly collaborative than the usual festival. Its a large festival in the middle of the Nevadan desert which 30,000 people a year show up to in vortex of creativity. It has a large element of *non-hierarchy* in the sense that the people who go to the gathering can organize their own events at the festival itself, and there is a sense that people self-police themselves rather have people above them police them. It also has some smaller amount of hierarchy in the sense there are meta-organizers of the whole event. It is *open* in the sense that everyone is welcome to create something there. It is emergent in the sense that are many events and happening there that spontaneously occur whilst also being planned to some degree with many camps there having scheduled events. It is non-owned in the sense that money is for the most part prohibited from being used there, and people share what that have with each other - creating a gift economy there. It is participatory in the sense

that the people create the festival itself.

A sustainable garden network where people in a town grow their own food and then come together to share their food in garden potlucks is an example of an open collaboration project. It is a more *non-hierarchical* system of food production than traditional large agribusiness methods of centralised food production. It is open in the sense that everyone can join these garden networks. It is *emergent* in the sense that there is usually no centralised planning of who grows what. A sustainable garden network is *non-owned*. And it is *participatory* - people are in charge of their own food production and less dependent on larger agribusiness..

The transition town process of creating sustainability in a town leans more towards the open collaboration end of the spectrum than does a traditional way of creating sustainability in a town. The transition town idea gives power to the people to self-organize around their own sustainability projects. A traditional top-down hierarchical way of doing it would be to have the town council make a plan and then decide how the town would make the transition to being more sustainable. The transition town process is *open* as anyone can join. The process is somewhat *emergent* as new things are encouraged flower, and at the same time planned as a map of how a town can become more sustainable is semi-laid out. The transition town is *non-owned*, so anyone can create their own project within the structure and call it a transition town project. The transition town process is *participatory*. They use a facilitation process called Open Space Technology that allows anyone to participate in creating projects, and planning ideas .

Some Reasons For Creating an Open Collaboration

There are certain times when other systems are good. However there are particular qualities of open collaboration that are very powerful and make it more enticing...

Size : An open collaboration project can grow to be much bigger, and tends towards scalability, because many more people are contributing

Empowering : An open collaboration project allows many to contribute what they want rather than just listening to what others tell them to do

Resilient : The decentralisation of the intelligence in the system means that many people can do the important things. In a hierarchical system if you take away the leadership at the top, the system can falter. In a non-hierarchical sys-

tem getting rid of any specific people does not lead to the system faltering.

Adaptive : The emergent and improvisational qualities of open collaboration can allow it to adapt more quickly and allow individuals more autonomy than planning systems which require individuals to work within plans that may not have taken into account changing conditions.

Passion-based motivation : People are motivated by what they intrinsically care about.

The higher consciousness "We" : Open collaboration is a path towards a system that guides us into a space where we work together rather than compete. It is a foundation of emergent evolution.

The Ethics of Open Collaboration

Alpha Lo

The ethical implications of open collaborations are important to consider. As much as possible we want to use open collaborations. One way to understand the ethical implications of open collaborations is to classify the ethical level of a project, organization, community, or society is operating at.

Ken Wilber, a prominent philosopher, uses a scheme to categorize the development of people through egocentric, sociocentric, worldcentric, and kosmocentric levels. This scheme can be used to look at the ethical levels in a social system. An egocentric system would be one which is serving the wants of one person's ego.

A sociocentric system is one which is serving the wants of a particular segment of the demographic or a particular subculture without taking into account the wants of other demographics, subcultures. A sociocentric system may also be a society which serves the needs of its members but which is not aware or does not care about the impact it is having on the environment.

A worldcentric system is one which serves the wants across the spectrum of different cultures, and which is in harmony with the environment. A worldcentric system may be one which has found a role it can play in helping the evolution of the whole world as opposed to just one of its parts while having a detrimental effect on other parts.

A kosmocentric system is one which is able to integrate the different cultures and demographics with each other in a healthy and harmonious way and also which is able to listen to spirit and let spirit guide its behavior. A kosmocentric system taps into the field of collective consciousness to guide the unfolding of activities within the system.

Lets look at a number of examples to see how this ethical chart applies to open collaborations.

(I should caution here though that applying this ethical chart is a subjective exercise to a degree and that are many complexities of all these examples that I do not fully understand, so this is at best a guestimate subject to the vaga-

ries of my own experiences of the world.)

GoldCorp is a goldmining company that has learnt to crowdsource i.e. tap into the knowledge of the collective to further its aims. It opens up its own databanks and knowledge about geographical areas, and host competitions where it awards prizes for the best methodologies and estimates of where the gold is using its data. In order to categorize its ethical level one has to look at its effect on society. The mining of the gold is helpful to a certain segment of the population and at the same time is also harmful to the earth's environments, goldmining practices. I would say it working at a low sociocentric level.

Open source software Linux is an operating system that has been created in an open, participatory, emergent and gift economy manner by over 100,000 volunteer programmers worldwide. Its role to model on a large scale how a gift-economy can produce something important and its role in modeling mass collaboration helps play an important role in humanity's evolution and thus adds to Linux's worldcentric characteristics. At the same time the ethical level of Linux is tied intimately to that of computers and the internet and how they are being used currently. This is because Linux is further enabling such behavior. What ethical level the internet is is a rather complex subject to judge. I offer here my humble ranking of it which the reader is free to ponder and disagree with. I would say in large part the material on the internet is egocentric or sociocentric in character. At the same time the ability of the internet to allow so many different voices and cultures to communicate with each other is a worldcentric characteristic. The internet is also enabling to an incredible extent the speeding up and coordination of the economy - an economy that currently is having a devastating momentum towards destroying the environment. So I would say the internet is probably at a high sociocentric overall. And because Linux is so tied into the ethical level of the internet I would say it is also at about the same level.

Burning Man is a yearly festival in the middle of the Nevada desert where people are given the liberty to be very creative and use diverse forms of expression not seen in 'common' society. The events and attractions are created by the participants themselves who self-organize themselves and self-regulate themselves to a high degree. The ability of Burning Man to be permissive and allow co-existence of different forms of expression is a conduit that helps people tap into their creativity, and a powerful outlet and emotional release valve for society. Its ability to model how a physical gift economy is important to helping the world to build a more caring and sharing society. These qualities are worldcentric in level. At the same time it is viewed as somewhat of a

fringe festival by many in society, and is too extreme for most to come to , and so one might say in that sense it has qualities that are sociocentric. I would categorize it thus as being a high sociocentric, low worldcentric level.

Transition towns are a grass-roots non-hierarchical movement that allows towns, cities, and local communities to self-organize towards becoming more sustainable , environmentally friendly, and community minded. In just a couple of years it has spread to hundreds of towns and cities worldwide forming a mycelial network that communicates with each other best practices discovered in local area to help other geographical locales. Transition towns work at a worldcentric level as they are very socially and environmentally aware.

The United Religions Initiative is a movement made of a network of organized circles and groups that allows different religions in a local area to come together to learn about, understand, and accept each other. The network is non-hierarchical in the sense that each circle has autonomy in what they do as long as they conform to the larger vision. The circles use facilitation and deep listening to bring different religions together. In places where there is conflict between different religious groups it works to help to lessen the tensions. At times these circles tap into the power of spirit to mediate between people of different religious background. I would say the United Religions Initiative works in general at a high worldcentric level, low kosmocentric level.

Gaia University is a university dedicated to world change, creating community and social captial, and working to balance humanities relationship with the environment. It is self-organizing to a large degree, the students/associates are relatively autonomous - they choose their own projects, and learn by doing their projects. They are no professors per se, and associates use a network of advisors and peers to help them further their projects. The network of people in the university reach with its mycelial strands into many local communities to affect change. Amongst its members there is a general awareness of spirit and the deeper levels of reality. The awareness of the deeper levels of reality guides can sometimes guide associates and the network. Gaia University works at a high worldcentric level, low kosmocentric level.

Indigenous networks - There are indigenous networks of people with a deep wisdom of the connection of humanity and the earth, who have not forgotten the many ways we are intertwined with nature. There are shamans who are able to work with the energies of earth, water, and sky and bring nature and humanity back into more harmonious relationship. These indigenous networks self-

organize through word of mouth, psychic fields, and the internet meeting for ceremony and council to help bring back the world into alignment. I personally do not have a full understanding of all these networks, I can only speak from more intuitive sense, some experience and limited knowledge of them. Sometimes there have a more parochial sociocentric view without a total understanding of the 'modern' world, at times they have a deeper grasp of world issues, and at times they are able to connect to the kosmocentric level. My guess is that some of the wisest indigenous networks are working at a kosmocentric level.

How To Build An Open Collaborative Project

Alpha Lo

(Not Necessarily in this order. Category abbreviations indicate relation to that category.)

1. Observe
2. Find people with visions that overlap with yours
3. Rapidly prototype, get immediate yields (METH)
4. Use your own outputs
5. Create a structure that allows participation, an open space platform (OSP, PLAT)
6. Facilitate people to clarify what their intentions, needs and passions are
7. Help satisfy individual needs and allow individual passions to flower
8. Scout for collaborators
9. Iterate, swing in people like a whirlpool with each iteration
10. Enable users/clients/audience to be co-developers (USER)
11. Open feedback loops
12. Harvest what you learn from each iteration
13. Connect people with each other, connect the facilitators of the project, create social networks of all involved (P2P),
14. Have multiple informational channels open, have honeybees who cross-pollinate different sectors and groups
15. Listen to each other, empathize with each others needs and emotions
16. Create a field of trust, caring, love, honesty, openness and respect
17. Clarify collective intention
18. Anticipate each other
19. Play multiple roles
20. Find interesting problems and projects
21. Remix, build on projects and ideas of other people (REMIX)
22. Enable diversity
23. Have facilitation processes for disagreements, diverse views, synthesis & group creativity (FAC)
24. Be present to what is unfolding
25. Facilitate groups into higher states of collective consciousness (CONS)
26. Allow individual autonomy
27. Create autonomous guilds/groups of participants who support each other
28. Create gradations for involvement, tap into the long tail *
29. Have sandboxes where people can experiment in

30. Incubate people and groups who can start off new centers of the project
31. Share things (SHAR), use licenses that allow for sharing (LIC),
32. Increase the flow of resources through the field
33. Use restorative justice not punishment
34. Collaborate with other organizations
35. Listen to what the collective field is asking to emerge
36. Support people to shift paradigm when emergence happens
37. Be in alignment with natural earth flow of materials
38. Be in alignment with people's health and consciousness

*the long tail is where there are many contributors contribute just one or two things to a project. Though the contributions may be small, the sum total of these contributions is quite valuable.

Some Living Examples:

In the following section we will look at a few more familiar examples of open collaboration. We will show how specific steps in the list of 38 principles for building an open collaborative project appear in these models. Numbers in parentheses (Princ. 1) indicate the principle being applied in that project as found on the principles list on page xvi.

How Wikipedia was built.

How does a project like Wikipedia self-organize and work?

Wikipedia has created an easy and open structure that allows for participation (Princ. 5). People can add or edit what they are interested in without having to go through bureaucratic channels. You do not have to get permission from people higher up in a hiararchy in order to participate in this project. There is encouragement in the guidelines of Wikipedia for the user to be bold and to add what they would like to the encyclopedia.

This process allows individuals who are passionate about a particular topic to contribute to that topic. (Princ. 7) Wikipedia thus manages to tap into the natural motivation as a driver of its growth.

Because what you put up immediately becomes visible to the world, there are immediate yields in the process. (Princ. 3)The yields help provide motivation to keep contributing and using Wikipedia.

People who write to Wikipedia are also users of Wikipedia. So they use their own output (Princ 4.). This means there is an in built incentive system to make Wikipedia useful and updated. It creates a self-balancing feedback loop.

Wikipedia uses a model that allows entries to grow through the contribution of different people. This model is the iterative model. (Princ. 9) Somebody puts something up. And then someone else comes along and adds or edits. This process keeps on going. People learn to self-organize how they work together on an entry because they can watch how others react to what they wrote and edit. The iterative process allows many people to contribute because each iteration is given for the whole world to see, and find errors, gaps or syntactic problems. It taps into the power of many eyeballs. The iterative process allows the group to engage in learning process of how to work with others (even if they are anonymous). For instance someone typing in some information about homeopathy (a form of medicine that some believe works, and some do not) may get erased or edited heavily, until they figured out how to write in a way that was more neutral and non-antagonistic in tone. Then the knowledge they were writing would be more likely left up as written. (This was an actually experience of the author of this essay)

By letting people be in charge of keeping the articles good, Wikipedia in fact has created a system where the community of people self-learn what is required to keep articles healthy. People figure out different systems, different processes for different types of articles. And a culture grows around it. If Wikipedia used a top down hierarchical structure and tried to regulate all the articles they would need to have a huge management structure, large amount of editors.

Wikipedia are encouraged to take what others have and remix to create a clearer article. (Princ.21) The non-propietariness of the articles makes this easier. (Princ. 31)

Wikipedia facilitates diversity and differences (Princ. 25) through a policy they call Neutral Point of View (NPOV). Wikipedia writes on NPOV - the "policy requires that where multiple or conflicting perspectives exist within a topic, each must be presented fairly. An article should not assert that the most popular view is the correct one, nor should this be implied by mentioning some views only pejoratively."
As people become experienced writers and editors to Wikipedia they can apply to be voted on as an administrator. These administrators are usually trusted members of the community, and are thus given more privileges like the ability to

block certain editors, protect or delete articles. These network of administrators pass information on, coordinate, lead discussions, and help facilitate the processes on Wikipedia. (Princ. 13) There are about 1500 administrators on Wikipedia presently.

There are some problems on Wikipedia that requires help from this network of administrators to regulate what happens. Some of these problems chronic edit wars (where different camps continually delete what each other writes or writes false information e.g. with the article George Bush), large scale 'vandalism', coordinated campaigns that attempt to use Wikipedia to market their goods etc (like when Microsoft paid people to edit entries on Wikipedia related to Microsoft).

There are projects on Wikipedia which focus on creating and maintaining entries that fall under a certain theme. For instance there is an amphibian project which works on all entries amphibian related. These projects allow communities to form and begin learning to work together, passing information along, updating each other when 'vandalism' happens on any entries and so on. (Princ. 27)The bottom-up meta-network of communities form an ecology of tribes who share information and coordinate networks of entries.

From an economic perspective the motivation for work on Wikipedia is partly intrinsic - you are passionate about a topic and want to contribute to it, and partly extrinsic - you get to see others use your knowledge, and you use Wikipedia also. It can also partly altruistic reasons in that you want to create a good knowledge base for the world to have. In a capitalistic economic perspective a large part of the motivation for work is extrinsic - you get money for your work. The Wikipedian provides an alternate economic system.

How Linux was built.

How does an open source software project work?

Linux creates a structure for participation which means people can contribute in different ways. (Princ. 5) The most basic is if you find a bug or something that does not work you can post to forums to let people know. Then there are sub-projects that people post that they need help with code on. Then there are larger coordinative and facilitative roles where you are synthesizing the work of many other people.

The freedom and autonomy and choice of different projects, and the chance to start your own projects or sub-projects allows people to tap into their passions. To create what they are interested in. Often code starts because there

is something they want to see, called ‘scatching your own itch’ in the open source world. (Princ. 7)

The open source world constantly puts out iterations of its software. This allows others to use it, find bugs in it, rewrite code, that then is incorporated into the next iteration. (Princ. 9)

These iterations allow the community to self-organize around the code. Programmers learn who they can talk to get help or collaborate on certain topics (Princ. 27) , and how they can cooperate to get an iteration out that works. Networks of connected people are built up as the project grows. (Princ. 13)

Feedback is very important. Its role that programmers who are more central to the project encourage and acknowledge feedback and input from others. It is this feedback that allows the system to self-balance, and it is this feedback that can help others to become involved in the project. (Princ. 11)

In traditional hierarchical organized systems as things get more complicated more and more layers to govern or administer the layers below. As more people are added to the project the complexity of coordinating people grows exponentially.

In a more decentralized, parallel open structure more people can be added to the project without this exponential growth in complexity because the openness of open source software means there are many more people on the look out for problems, many more eyeballs. And there has been a network of the more connected people who pass this information on to the right places and coordinate. They have organically learnt how to do this with the growth of each iteration. And this intelligence is distributed over the whole system, its not necessarily in the brains of any one individual. Its similar to how memory is not in any one neuron but rather distributed over the pattern of how all the neurons interconnect and stimulate one another.

In a hierarchical system there are many more silos, there is a department for each function. In the non-heirarchical system it is useful for coordination if there are many people that play multipole roles, can do many functions. They are information rich nodes that help the coordinate the whole as they filter information from different ‘departments’ so the different ‘departments’ can coordinate. (Princ. 28) The open structure of open collaborations allow these multiple role-plays (Princ. 19) to happen because people can choose whatever projects they want to contribute. In a normal hierarchical system if you are

in one department you are not supposed to be doing work that someone else department is doing.

There are many times when the community around an open source project has to decide which code is the best code to continue to use, which is the code that gets integrated into the project. And disagreements may break out. The open source world uses transparent forums which everyone can use to look back on the history an refer to. The idea is that people who are going to be affected by your decision are not get caught out of the loop. And they use the basic idea that what is the best idea should be able to reasoned out, so it's a rational decision for what is the best solution. Its not who is writing the code, or who is higher up in the hierarchy, its whichever is the best code that wins out (there is some similarity here to science where its not the position or credentials of someone that determines whether a theory is true, its whichever holds up most to logic and experimental evidence). There are other decisions that need to be made in the open source software world that are more choices of what to do, different paths it can take. In those cases the idea is that the people should try and incorporate what all perspectives and views into the making a call. So rather than be dogmatic about there being one way, the idea is to understand the others viewpoint and illustrate how things look from that viewpoint. (Princ 23)

The leaders in the open source software world in some sense are the ones who can facilitate the discussion in manner that works for all when discussions do get bogged down. They are the ones who can create a community around a project, and who help guide people into consensus behind directions that a project can take. Someone like Linus Torvalds who is the leader of the radically successful Linux which is now challenging Microsoft as an operating system is particularly known for these qualities.

How Burning Man was built.

How in 'tarnation' did that happen?

The organizers of Burning Man created a structure that allows for participation. (Princ. 5) Everyone is invited to create what they want to at this festival in the deep Nevadan desert.

The invitation is to be very creative and there is a sense of 'anything goes', so there will be cars dressed as giraffes, people walking around with flames coming out of their hair, people creating strange and weird sculptures that others can come and climb in. This freedom allows people to tap into their individual

passions to create what they want. And this passion drives the Burning man engine. (Princ. 7)

There is yields to what you create , as many people can come and participate in what you created. These yields help provide motivation for people to continue creating even though they are not getting money for what they are doing. (Princ. 3)

The Burning Man social system uses its own output. (Princ. 4) Whatever it creates it lives in. So there is a feedback loop that helps the system to self-balance.

There is a culture of sharing and helping each other at the festival (no money is to be exchanged there). (Princ 31) Such a gift economy culture cannot be implemented as a rule top-down, rather it is grown. In its early days in the middle of the desert conditions were harsh people had to learn to look out for each other (Princ. 16) , and traditions and codes of conduct began to develop.

Each year the festival occurs again - it is iterated (Princ. 9) and so what has worked before is grown into a larger system, with people understanding how to they need to talk with each other, pass information on, pass and share resources like food and water in order for the system to work.

As the system grew cell groups or tribes or camps naturally formed within it (Princ. 27). These tribes would have their own self-autonomy and self-regulatory processes. And as these tribes and camps returned year after year they learnt to co-ordinate. This iterative process allows groups to learn. And the tribes learnt to coordinate with each other.
This organic growth process means that the people were for the most part self-regulating and self-governing. . People are able to help facilitate people and camps to work together, people who can help build community, people who understand the way resources flow in the Burning Man land and able to help guide it to flow in more efficient ways are the key personnel, the 'leaders' in some way, that play important roles in helping everything function properly. These facilitators do not necessarily have to be operating from a command and control position but rather from a guiding position that gives people freedom, but lets them see how to synergize with others.

In a normal top-down run festival if it was 30,000 people it would require a huge security and administration team with many levels of hierarchy to keep everything in check from audience, to events, to mid-managers. In this more bot-

tom-up festival the administration team is considerably smaller. And key people who are performing administrative functions may not be formally recognized.

How an openly collaborative town could be built.

Lets bring it home.

An openly collaborative town creates a structure of participation that allows people to create and run projects with more ease, and know where they can participate. (Princ. 5)

What it can do is to create a system that allows more individual passions to flow and to create without having to pass through a lot of buearcratic channels. (Princ. 7)

What it can do to create projects is have them grown in a more iterative way. So instead of planning so much from the top-down and going through many meeting to debate how something should work. The idea is to create a rapid prototype (Princ. 3) and then allow it to run on a small scale. And then iterate grow how it works by getting input and feedback from everyone. (Princ. 9) So everyone in the town becomes part of the process of things unfolding, and people from different groups and demographics learn to self-organize and work together.

Its important for the different organizations, non-profits, businesses to all interlink and connect, and to anticipate and sense what each others needs are. (Princ. 18)

And the leaders in the community are those who can facilitate different groups and demographics and subcultures in the town to work together. They do not necessarily have formal roles within the town structure (although they could), they are not telling people what to do. Rather they are guiding people to work together. (Princ. 23,25)

The network of organizations and the flow of information between them is what begins to help coordinate the town to work together. (Princ. 13)

Its important to have self-autonomous groups within the town who can support themselves and have self-governance structures. Because the larger scale structure of the town can only be sensitive to feedback on a larger scale. So town blocks where people learn to share and help each other begin to form mini-local economies which are self-reliant. (Princ. 27) The cells, these town blocks can then be linked up into coordinated structures as honeybees cross-fertilise.

As this network grows in understanding and sophistication and facilitative ability the town can learn more to self-regulate and less having to depend on police and laws and administrators to come in and tell people what to do in order to have a ordered town.

Town meetings which have an organic facilitative structure that allows anyone to bring up different topics and that allow those who are interested to gravitate to them can be very powerful in coordinating the town. (Princ. 23) These structures can help facilitate people to find their own solutions. One of these facilitation structures would be Open Space Technology (which is the facilitation process of choice for the transition town movement)

From a traditional capitalistic economic perspective coordination of how resources flow is done through market prices of goods and services in town. Things that are wanted more have a higher price. And then people navigate towards those jobs. In an openly collaborative economic perspective there is a lot more sharing of resources. in addition to captilistic forces. A town block may share their lawnmowers, their tools, backyard spaces etc. (Princ. 31) They may help each other with services. The coordination of these resources and services is dependent more on community relations than it is on market forces. Different organizations in town may also share their resources and services as they coordinate on different projects. town. On the town scale there will be a mixture of a capitalistic economy with a mesh of shared ownership schemas.

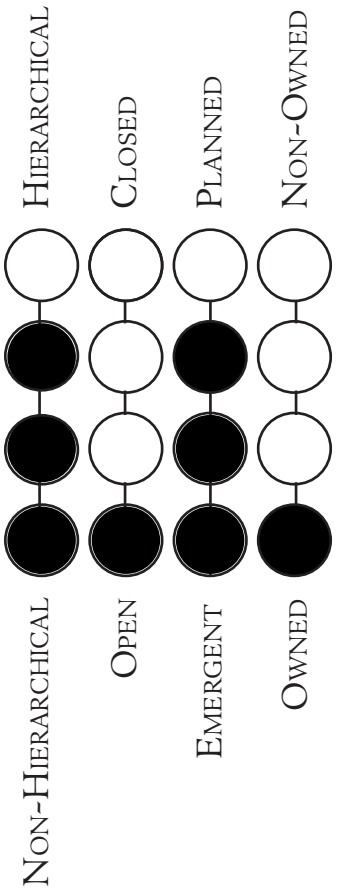
A town-sized implementation model from the Transition Town movement:

Transition Town

C CHAORD DEC FAC LOC METH

OSP P2P PLAT REMIX SHAR USER

While Transition Towns were in developed to be centrally focused on preparation for climate change and peak oil, in effect its processes can be applied towards long-term sustainablity and short-term local resilience. Naturally, its proponents have found that openly collaborative models are its best facilitators. Beside each step is a description of the organizational quality, which can give a sense too of the usage of the icon found throughout this book.
(to the right is the graph for transition town)



#1. Set up a steering group and design its demise from the outset. (initially heirarchical)

This stage puts a core team in place to drive the project forward during the initial phases.

#2. Awareness raising (participatory, non-owned, Princ. 1)

Build crucial networks and prepare the community in general for the launch of your Transition initiative.

#3. Lay the foundations (participatory, Princ. 13,14)

This stage is about networking with existing groups and activists.

#4. Organise a Great Unleashing
This stage creates a memorable milestone to mark the project's "coming of age."

#5. Form sub groups (participatory, Princ. 27)
Tapping into the collective genius of the community, for solutions that will form the backbone of the Plan.

#6. Use Open Space (participatory, Princ. 13,14,15,17, 22, 23, 27)
We've found Open Space Technology to be a highly effective approach to running meetings for Transition Town initiatives.

#7 Develop visible practical manifestations of the project (Princ. 3)
It is essential that you avoid any sense that your project is just a talking shop where people sit around and draw up wish lists.

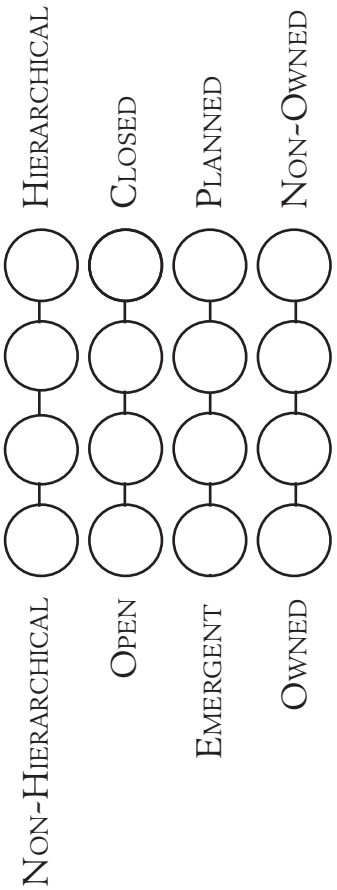
#8. Facilitate the Great Reskilling (non-ownership, Princ. 31,32)
Give people a powerful realisation of their own ability, to solve problems, to achieve practical results and to work cooperatively alongside other people.

#9 Build a bridge to Local Government (conditional heirarchy, Princ. 13)
Your Plan will not progress too far unless you have cultivated a positive and productive relationship with your local authority.

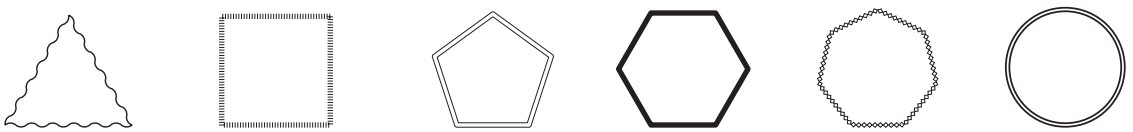
#10 Honour the elders (natural heirarchy)
Engage with those who directly remember the transition to the age of cheap oil.

#11 Let it go where it wants to go... (emergent, Princ 24, 35)
If you try and hold onto a rigid vision, it will begin to sap your energy and appear to stall.

#12 Create an Energy Descent Plan (planned)
Each subgroup will have been focusing on practical actions to increase community resilience and reduce the carbon footprint.



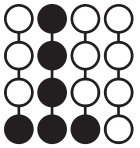
This icon, found throughout the book beside main headings, is a tool for getting a sense of the open collaborative qualities of a project or concept at a quick glance. See it as four columns, with the top circle of each column representing one end of a spectrum of possibility, and the bottom representing the other. The four colums from left to right are: “Planned/Emergent”, “Owned/Non-owned”, “Hierarchical/Non-Hierarchical”, and “Open/Closed”.



These shapes, found beneath each main entry, we weren’t entirely sure what to do with. The initial vision had them with one number from 1-9 inside, with each shape representing a quality of some sort. We like how they look, so they are here, but have decided to lethow they are used to be defined by users like yoursel. The updated system will go into our next print version. Ponder it. Let us know. Visit the online wiki and make your suggestions. Even get the ball rolling by classifying entries according to your system.

The Encyclopedia

Adaptive system



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An adaptive system is a set of interacting or interdependent entities, real or abstract, forming an integrated whole that together are able to respond to environmental changes or changes in the interacting parts. Feedback loops represent a key feature of adaptive systems, allowing the response to changes; examples of adaptive systems include: natural ecosystems, individual organisms, human communities, human organizations, and human families.

Some artificial systems can be adaptive as well; for instance, robots employ control systems that utilize feedback loops to sense new conditions in their environment and adapt accordingly.

Complex adaptive systems are special cases of complex systems. They are complex in that they are diverse and made up of multiple interconnected elements and adaptive in that they have the capacity to change and learn from experience. The term complex adaptive systems (CAS) was coined at the interdisciplinary Santa Fe Institute (SFI), by John H. Holland, Murray Gell-Mann and others.

The term complex adaptive systems, or complexity science, is often used to describe the loosely organized academic field that has grown up around the study of such systems. Complexity science is not a single theory—it encompasses more than one theoretical framework and is highly interdisciplinary, seeking the answers to some fundamental questions about living, adaptable, changeable systems.

Examples of complex adaptive systems include the stock market, social insect and ant colonies, the biosphere and the ecosystem, the brain and the immune system, the cell and the developing embryo, manufacturing businesses and any human social group-based endeavour in a cultural

accountability - a concept in ethics with several meanings. Accountability involves either the expectation or assumption of account-giving behavior. It is often used synonymously with such concepts as answerability, enforcement, responsibility, blameworthiness, liability and other terms associated with the expectation of account-giving. Communications scholars have extended this work through the examination of strategic uses of excuses, justifications, rationalizations, apologies and other forms of account giving behavior by individuals and corporations.

and social system such as political parties or communities. There are close relationships between the field of CAS and artificial life. In both areas the principles of emergence and self-organization are very important.
CAS ideas and models are essentially evolutionary, grounded in modern biological views on adaptation and evolution. The theory of complex adaptive systems bridges developments of systems theory with the ideas of generalized Darwinism, which suggests that Darwinian principles of evolution can explain a range of complex material phenomena, from cosmic to social objects.

Definitions

A CAS is a complex, self-similar collection of interacting adaptive agents. The study of CAS focuses on complex, emergent and macroscopic properties of the system. Various definitions have been offered by different researchers:

- John H. Holland:

A Complex Adaptive System (CAS) is a dynamic network of many agents (which may represent cells, species, individuals, firms, nations) acting in parallel, constantly acting and reacting to what the other agents are doing. The control of a CAS tends to be highly dispersed and decentralized. If there is to be any coherent behavior in the system, it has to arise from competition and cooperation among the agents themselves. The overall behavior of the system is the result of a huge number of decisions made every moment by many individual agents.

- Kevin Dooley:

A CAS behaves/evolves according to three key principles: order is emergent as opposed to predetermined (c.f. Neural Networks), the system's history is irreversible, and the system's future is often unpredictable. The basic building blocks of the CAS are agents. Agents scan their environment and develop schema representing interpretive and action rules. These schema are subject to change and evolution.

acknowledgement - In the creative arts and scientific literature is an expression of gratitude for assistance in creating a literary or artistic work. Receiving credit by way of acknowledgment rather than authorship indicates that the person or organization did not have a direct hand in producing the work in question, but may have contributed funding, criticism, or encouragement to the author(s). Various schemes exist for classifying acknowledgments; Giles & Councill (2004) give the following six categories:

1. moral support
2. financial support
3. editorial support
4. presentational support
5. instrumental/technical support
6. conceptual support, or peer interactive communication (PIC)

Apart from citation,

4 which is not usually considered to be an acknowledgment, acknowledgment of conceptual support is widely considered to be the most important for identifying intellectual debt. Some acknowledgments of financial support, on the other hand, may simply be legal formalities imposed by the granting institution.

- Other Definitions:

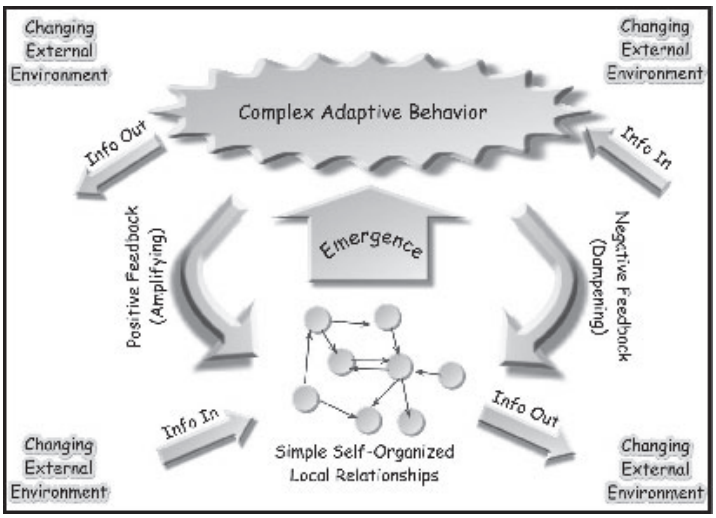
Macroscopic collections of simple (and typically nonlinearly) interacting units that are endowed with the ability to evolve and adapt to a changing environment.

General properties

What distinguishes a CAS from a pure multi-agent system (MAS) is the focus on top-level properties and features like self-similarity, complexity, emergence and self-organization. A MAS is simply defined as a system composed of multiple, interacting agents. In CASs, the agents as well as the system are adaptive: the system is self-similar. A CAS is a complex, self-similar collectivity of interacting adaptive agents. Complex Adaptive Systems are characterised by a high degree of adaptive capacity, giving them resilience in the face of perturbation.

Other important properties are adaptation (or homeostasis), communication, cooperation, specialization, spatial and temporal organization, and of course reproduction. They can be found on all levels: cells specialize, adapt and reproduce themselves just like larger organisms do. Communication and cooperation take place on all levels, from the agent to the system level. The forces driving cooperation between agents in such a system can be analysed with game theory.

action - In philosophy, action has developed into a sub-field called philosophy of action. Action is what an agent can do.
For example, throwing a ball is an instance of action; it involves an intention, a goal, and a bodily movement guided by the agent. On the other hand, catching a cold is not considered an action because it is something which happens to a person, not something done by one. It is contentions whether Believing, intending, and thinking are actions since they are mental events. There are numerous catergories of action, some relevant ones being:



Evolution of complexity

Living organisms are complex adaptive systems. Although complexity is hard to quantify in biology, evolution has produced some remarkably complex organisms. This observation has led to the common idea of evolution being progressive and leading towards what are viewed as "higher organisms".

If this were generally true, evolution would possess an active trend towards complexity. As shown below, in this type of process the value of the most common amount of complexity would increase over time. Indeed, some artificial life simulations have suggested that the generation of CAS is an inescapable feature of evolution.

However, the idea of a general trend towards complexity in evolution can also be explained through a passive process. This involves an increase in variance but the most common value, the mode, does not change. Thus, the maximum level of complexity increases over time, but only as an indirect product of there being more organisms in total. This type of random process is also called a bounded random walk. In this hypothesis, the apparent trend towards more complex organisms is an illusion resulting from concentrating on the small number of large, very complex organisms that inhabit the right-hand tail of the complexity distribution and ignoring simpler and much more common organisms. This passive model emphasizes that the overwhelming majority of species are microscopic prokaryotes, which comprise about half the world's biomass, constitute the vast majority of Earth's biodiversity. Therefore, simple life remains dominant on Earth, and complex life appears more diverse only because of sampling bias.

This lack of an overall trend towards complexity in biology does not preclude the existence of forces driving systems towards complexity in a subset of cases. These minor trends are balanced by other evolutionary pressures that drive systems towards less complex states.

- Collective action, the provision of public goods through collaboration
- Direct action, an instance of political activism
- Social action, which takes into account actions and reactions of other individuals
- Strike action, a deliberate absence from work

action research - a reflective process of progressive problem solving led by individuals working with others in teams or as part of a "community of practice" to improve the way they address issues and solve problems. Action research can also be undertaken by larger organizations or institutions, assisted or guided by professional researchers, with the aim of improving their strategies, practices, and knowledge of the environments within which they practice. Kurt

Adhocracy

CO METH DEC

Adhocracy is a type of organization being antonymous to bureaucracy. The term was first popularized in 1970 by Alvin Toffler, and has since become often used in the theory of management of organizations (particularly online organizations), further developed by academics such as Henry Mintzberg.

Etymology

The word is a portmanteau of the Latin *ad hoc*, meaning 'for purpose', and the suffix -cracy, from the ancient Greek *cratein*, meaning 'to govern' , and is thus a heteroclite.

Specifics

Robert H. Waterman, Jr. defined adhocracy as "any form of organization that cuts across normal bureaucratic lines to capture opportunities, solve problems, and get results." For Henry Mintzberg, an adhocracy is a complex and dynamic organizational form. It is different from bureaucracy; like Toffler, Mintzberg considers bureaucracy a thing of the past, and adhocracy one of the future. When done well, adhocracy can be very good at problem solving and innovations and thrives in a changing environment . It requires sophisticated and often automated technical systems to develop and thrive.

Characteristics of an adhocracy

- highly organic structure
- little formalization of behavior
- job specialization based on formal training

Lewin, then a professor at MIT, first coined the term "action research" in about 1944, and it appears in his 1946 paper "Action Research and Minority Problems". In that paper, he described action research as "a comparative research on the conditions and effects of various forms of social action and research leading to social action" that uses "a spiral of steps, each of which is composed of a circle of planning, action, and fact-finding about the result of the action".

activism - in a general sense, can be described as intentional action to bring about social or political change. This action is in support of, or opposition to, one side of an often controversial argument. The word "activism" is often used synonymously with protest or dissent, but activism can stem from any number of political orientations and take a wide range of forms, from writing letters to newspapers or politicians, political campaigning, economic activism (such as boycotts or preferen-

- a tendency to group the specialists in functional units for housekeeping purposes but to deploy them in small, market-based project teams to do their work
- a reliance on liaison devices to encourage mutual adjustment, the key coordinating mechanism, within and between these teams
- low standarization of procedures, because they stifle innovation
- roles not clearly defined
- selective decentralization
- work organization rests on specialized teams
- power-shifts to specialized teams
- horizontal job specialization
- high cost of communication
- culture based on democractic and non-bureaucratic work

All members of an organization have the authority to make decisions and to take actions affecting the future of the organization. There is an absence of hierarchy.

Alvin Toffler noted in his book *Future Shock* that adhocracies will get more common and are likely to replace bureaucracy. He also wrote that they will most often come in form of a temporary structure, formed to resolve a given problem and dissolved afterwards. An example are cross-department task forces.

Downsides of adhocracies can include "half-baked actions", personnel problems stemming from organization's temporary nature, extremism in suggested or undertaken actions, and threats to democracy and legality rising from adhocracy's often low-key profile. To address those problems, researches in adhocracy suggest a model merging adhocracy and bureaucracy, the bureau-adhocracy.

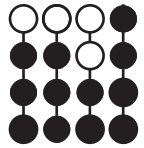
tially patronizing preferred businesses), rallies, blogging and street marches, strikes, or even guerrilla tactics. In the more confrontational cases, an activist may be called a freedom fighter by some, and a terrorist by others, depending on whether the commentator supports the activist's ends.

In some cases, activism has nothing to do with protest or confrontation: for instance, some religious, feminist or vegetarian/vegan activists try to persuade people to change their behavior directly, rather than persuade governments to change laws. The cooperative movement seeks to build new institutions which conform to cooperative principles, and generally does not lobby or protest politically.

ad-hoc - a Latin phrase which means "for this [purpose]". It generally signifies a solution designed for a specific problem or task, non-generalizable, and which cannot be adapted to other purposes.

8 Common examples are organizations, committees, and commissions created at the national or international level for a specific task; in other fields the term may refer, for example, to a tailor-made suit, a handcrafted network protocol, or a purpose-specific equation. Ad hoc can also have connotations of a makeshift solution, inadequate planning, or improvised events.

adaptability - (lat. : adaptō= fit, matching) is a feature of a system or of a process. This word has been put to use as a specialised term in different disciplines and in business operations. Word definitions of adaptability as a specialised term differ little from dictionary definitions. According to Andresen and Gronau adaptability in the field of organisational management can in general be seen as an ability to change something or oneself to fit to occurring changes. In ecology, adaptability has been described as the ability to cope with unexpected disturbances in the environment . However, the word definitions in these fields are just the starting



Agile software development

METH DEC

Agile encourages the organic emergence of projects and allows for people to self-organize better. The agile model can also be used for non-software projects - AL

The term **Agile Software Development** refers to a group of software development methodologies that promotes development iterations, open collaboration, and process adaptability throughout the life-cycle of the project.

Introduction

There are many agile development methods; most minimize risk by developing software in multiple repetitions (or 'iterations') of short time frames (known as 'timeboxes'). Software developed during one unit of time is referred to as an iteration, which typically lasts from two to four weeks. Each iteration passes through a full software development cycle, including planning, requirements analysis, design, writing unit tests, then coding until the unit tests pass and a working product is finally demonstrated to stakeholders. Documentation is no different than software design and coding. It, too, is produced as required by stakeholders. An iteration may not add enough functionality to warrant releasing the product to market, but the goal is to have an available release (without bugs) at the end of each iteration. At the end of each iteration, stakeholders re-evaluate project priorities with a view to optimizing their return on investment.

Agile methods emphasize face-to-face communication over written documents. Most agile teams are located in a

single open office to facilitate such communication. One agile management methodology, Scrum, advocates a team size of 5 to 9. Larger teams than 9 should be split into smaller teams to help make team communication and team collaboration easier.

points for detailed analysis of system adaptability.

Team composition in an agile project is usually cross-functional and self-organizing without consideration for any existing corporate hierarchy or the corporate roles of team members. No matter what development disciplines are required, at a minimum, every agile team will contain a customer representative. This person is appointed by stakeholders to act on their behalf and makes a personal commitment to being available for developers to answer mid-iteration problem-domain questions. This availability is critical to agile project success.

adaptation - Any change in the structure or functioning of an organism that makes it better suited to its environment. Adaptations can be structural, behavioral or physiological.

Part of the Scrum methodology is routine and formal daily face-to-face communication between team members. This specifically includes the customer representative and any interested stakeholders as observers. Known as a daily scrum, team members report to each other what they did yesterday, what they intend to do today, and what their roadblocks are. This formalized face-to-face communication prevents problems being hidden, provided that someone with corporate influence is always listening. For the Scrum methodology, this is the Scrum Master. Otherwise it is the agile project manager.

advocacy - the pursuit of influencing outcomes — including public-policy and resource allocation decisions within political, economic, and social systems and institutions — that directly affect people's lives. (Cohen, 2001)
Therefore, advocacy can be seen as a deliberate process of speaking out on issues of concern in order to exert some influence on behalf of ideas or persons. Based on this definition, Cohen (2001) states that "ideologues of all persuasions advocate" to bring a change in people's lives. Those actions, which vary with the political, economical and social environment in which they are conducted, have several points in common (ib.,

Agile methods emphasize working software as the primary measure of progress. Combined with the preference for face-to-face communication, agile methods usually produce less written documentation than other methods. In an agile project, documentation, Gantt charts and other project artifacts all rank equally with working product. However, when stakeholders are asked to prioritise deliverables for demonstration at the end of the current iteration, they generally prefer to see working product. Stakeholders are encouraged to prioritise iteration outcomes based exclusively on business value perceived at the beginning of the iteration. If documentation represents higher business value than working software in any particular iteration

2001.) They:

- question the way policy is administered
- participate in the agenda setting as they raise significant issues
- target political systems "because those systems are not responding to people's needs"
- are inclusive and engaging
- propose policy solutions
- open up space for public argumentation.

Some of the other forms of advocacy include:

- Ideological advocacy: in this approach, groups fight, sometimes during protests, to advance their ideas in the decision-making circles.
- Mass advocacy: is any type of action taken by large groups (petitions, demonstrations, etc.)
- Interest-group advocacy: lobbying is the main tool used by interests groups doing mass advocacy. It is a form of action that does not always succeed at influencing political decision-makers as it requires resources and organisation to be effective.
- Bureaucratic advocacy: people considered "experts" have more chance to succeed at

then stakeholders give it a higher priority than working software. The (cross-functional) development team will accordingly produce that documentation instead of lower priority software.

Agile means being able to quickly change direction. In software development, it requires strong discipline to code for agility. It includes writing tests for functionality before coding. It calls for naming of functionality to exactly match the intent and the terminology of the problem domain. It demands cessation of coding when the tests pass. The sum total of all the disciplines delivers an ability to change direction quickly. New and unexpected functionality required to cope with a sudden change in the business landscape can be inserted in existing code using test-driven development and all the previous tests will pass or fail to instantly indicate where code needs to be refactored to stay functional. If functionality is added before it is required then it becomes "dead weight" when refactoring is called for.

History

The modern definition of agile software development evolved in the mid-1990s as part of a reaction against "heavyweight" methods, as typified by a heavily regulated, regimented, micro-managed use of the waterfall model of development. The processes originating from this use of the waterfall model were seen as bureaucratic, slow, demeaning, and inconsistent with the ways that software developers actually perform effective work. A case can be made that agile and iterative development methods are a return to development practice seen early in the history of software development. Initially, agile methods were called "lightweight methods." In 2001, prominent members of the community met at Snowbird, Utah, and adopted the name "agile methods." Later, some of these people formed The Agile Alliance , a non-profit organization that promotes agile development.

A number of methods similar to Agile were created prior to 2000. An adaptive software development process was

introduced in a paper by Edmonds (1974) . Notable earlier methods include Scrum (1986), Crystal Clear, Extreme Programming (1996), Adaptive Software Development, Feature Driven Development, and Dynamic Systems Development Method (DSDM) (1995).

Kent Beck created Extreme Programming (usually abbreviated as "XP") in 1996 as a way to rescue the struggling Chrysler Comprehensive Compensation (C3) project. While Chrysler eventually canceled that project, the method was refined by Ron Jeffries' full-time XP coaching, public discussion on Ward Cunningham's Portland Pattern Repository wiki and further work by Beck, including a book in 1999. Elements of Extreme Programming appear to be based on Scrum and Ward Cunningham's Episodes pattern language.

Principles behind agile methods — The Agile Manifesto

Agile methods are a family of development processes, not a single approach to software development. In 2001, 17 prominent figures in the field of agile development (then called "light-weight methods") came together at the Snowbird ski resort in Utah to discuss ways of creating software in a lighter, faster, more people-centric way. They created the Agile Manifesto, widely regarded as the canonical definition of agile development and accompanying agile principles.

Some of the principles behind the Agile Manifesto are:

- Customer satisfaction by rapid, continuous delivery of useful software
- Working software is delivered frequently (weeks rather than months)
- Working software is the principal measure of progress
- Even late changes in requirements are welcomed
- Close, daily cooperation between business people and developers
- Face-to-face conversation is the best form of communication (Co-location)
- Projects are built around motivated individuals,

presenting their issues to decision-makers. They use bureaucratic advocacy to influence the agenda, however at a slower pace.

- Legislative advocacy: legislative advocacy is the "reliance on the state or federal legislative process" as part of a strategy to create change. (Loue, Lloyd and O'Shea, 2003)
- Media advocacy: is "the strategic use of the mass media as a resource to advance a social or public policy initiative" (Jernigan and Wright, 1996.) In Canada for example, the Manitoba Public Insurance campaigns illustrate how media advocacy was used to fight alcohol and tobacco-related health issues. We can also consider the role of health advocacy and the media in "the enactment of municipal smoking bylaws in Canada between 1970 and 1995." (Asbridge, 2004)
- In a legal/law context: An 'advocate' is the title of a specific person who is authorized/appointed (in some way) to speak on behalf of a person in a legal process. See advocate.
- In a political context: An 'advocacy group' is an organized collection of people who seek to

who should be trusted
- Continuous attention to technical excellence and good design
- Simplicity
- Self-organizing teams
- Regular adaptation to changing circumstances

The manifesto spawned a movement in the software industry known as agile software development.

In 2005, Alistair Cockburn and Jim Highsmith gathered another group of people — management experts, this time — and wrote an addendum, known as the PM Declaration of Interdependence.

Comparison with other methods

Agile methods are sometimes characterized as being at the opposite end of the spectrum from "plan-driven" or "disciplined" methods. This distinction is misleading, as it implies that agile methods are "unplanned" or "undisciplined". A more accurate distinction is that methods exist on a continuum from "adaptive" to "predictive". Agile methods lie on the "adaptive" side of this continuum.

Adaptive methods focus on adapting quickly to changing realities. When the needs of a project change, an adaptive team changes as well. An adaptive team will have difficulty describing exactly what will happen in the future. The further away a date is, the more vague an adaptive method will be about what will happen on that date. An adaptive team can report exactly what tasks are being done next week, but only which features are planned for next month. When asked about a release six months from now, an adaptive team may only be able to report the mission statement for the release, or a statement of expected value vs. cost.

Predictive methods, in contrast, focus on planning the future in detail. A predictive team can report exactly what features and tasks are planned for the entire length of the development process. Predictive teams have difficulty

influence political decisions and policy, without seeking election to public office. See interest group.

- In a social care context: Both terms (and more specific ones such as 'independent advocacy') are used in the UK in the context of a network of interconnected organisations and projects which seek to benefit people who are in difficulty (primarily in the context of disability and mental health).
- In the context of inclusion: Citizen Advocacy organisations (citizen advocacy programmes) seek to cause benefit by reconnecting people who have become isolated. Their practice was defined in two key documents: CAPE, and Learning from Citizen Advocacy Programs. See Citizen Advocacy organisations.

ahimsa - a Sanskrit term meaning non-violence (literally: the avoidance of violence - himsa). It is an important tenet of the religions that originated in ancient India (Hinduism, Buddhism and especially Jainism). Ahimsa is a rule of conduct that bars the killing or injuring of living beings. It is closely connect-

changing direction. The plan is typically optimized for the original destination and changing direction can cause completed work to be thrown away and done over differently. Predictive teams will often institute a change control board to ensure that only the most valuable changes are considered.

Agile methods have much in common with the "Rapid Application Development" techniques from the 1980/90s as espoused by James Martin and others.

Contrasted with other iterative development methods

Most agile methods share other iterative and incremental development methods' emphasis on building releasable software in short time periods. Agile development differs from other development models: in this model time periods are measured in weeks rather than months and work is performed in a highly collaborative manner. Most agile methods also differ by treating their time period as a strict timebox.

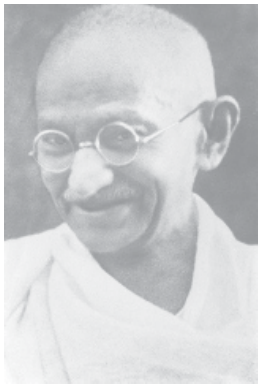
Contrasted with the waterfall model

Agile development has little in common with the waterfall model. As of 2008, the waterfall model is still in common use. The waterfall model is the most predictive of the methods, stepping through requirements capture, analysis, design, coding, and testing in a strict, pre-planned sequence. Progress is generally measured in terms of deliverable artifacts: requirement specifications, design documents, test plans, code reviews and the like.

The main problem with the waterfall model is the inflexible division of a project into separate stages, so that commitments are made early on, and it is difficult to react to changes in requirements. Iterations are expensive. This means that the waterfall model is likely to be unsuitable if requirements are not well understood or are likely to change in the course of the project.

Agile methods, in contrast, produce completely developed

ed with the notion that all kinds of violence entail negative karmic consequences. The extent to which the principle of non-violence can or should be applied to different life forms is controversial between various authorities, movements and currents within the three religions and has been a matter of debate for thousands of years.



Gandhi promoted the principle of ahimsa very successfully by applying it to all spheres of life, particularly to politics.

alternative dispute resolution - (ADR) includes dispute resolution processes and techniques that fall outside of the government judicial process. Despite historic resistance to ADR by both parties and their advocates, ADR has gained widespread acceptance among both the general public and the legal profession in

recent years. In fact, some courts now require some parties to resort to ADR of some type, usually mediation, before permitting the parties' cases to be tried. The rising popularity of ADR can be explained by the increasing caseload of traditional courts, the perception that ADR imposes fewer costs than litigation, a preference for confidentiality, and the desire of some parties to have greater control over the selection of the individual or individuals who will decide their dispute.

alternative theatre - also called Fringe theatre is a term used to describe theatrical entertainment not of the mainstream. There are also many unjuried theatre festivals which are often called fringe festivals. These festivals, such as Edinburgh Fringe and Adelaide Fringe Festival, two of over thirty which occurr annually around the world, permit artists to produce a wide variety of interesting works.

and tested features (but a very small subset of the whole) every few weeks or months. The emphasis is on obtaining the smallest workable piece of functionality to deliver business value early, and continually improving it/adding further functionality throughout the life of the project.

In this respect, agile critics incorrectly assert that these features are not placed in context of the overall project, concluding that, if the sponsors of the project are concerned about completing certain goals with a defined timeline or budget, agile may not be appropriate. Adaptations of Scrum show how agile methods are augmented to produce and continuously improve a strategic plan.

Some agile teams use the waterfall model on a small scale, repeating the entire waterfall cycle in every iteration. Other teams, most notably Extreme Programming teams, work on activities simultaneously.

Contrasted with "cowboy coding"

Cowboy coding is the absence of a defined method: team members do whatever they feel is right. Agile development's frequent re-evaluation of plans, emphasis on face-to-face communication, and relatively sparse use of documents sometimes causes people to confuse it with cowboy coding. Agile teams, however, do follow defined (and often very disciplined and rigorous) processes.

As with all development methods, the skill and experience of the users determine the degree of success and/or abuse of such activity. The more rigid controls systematically embedded within a process offer stronger levels of accountability of the users. The degradation of well-intended procedures can lead to activities often categorized as cowboy coding.

Suitability of agile methods

There is little if any consensus on what types of software projects are best suited for agile methodologies. Many large organizations have difficulty bridging the gap between a more traditional waterfall method and an agile one.

Large scale agile software development remains an active research area.

Agile development has been widely documented (see Experience Reports, below, as well as Beck pg. 157, and Boehm and Turner pg. 55-57) as working well for small (<10 developers) co-located teams.

Some things that can negatively impact the success of an agile project are:

- Large scale development efforts (>20 developers), though scaling strategies and evidence to the contrary have been described.
- Distributed development efforts (non-co-located teams). Strategies have been described in *Bridging the Distance* and *Using an Agile Software Process with Offshore Development*
- Command-and-control company cultures
- Forcing an agile process on a development team

Several successful large scale agile projects have been documented. BT has had several hundred developers situated in the UK, Ireland and India working collaboratively on projects and using Agile methods. While questions undoubtedly still arise about the suitability of some Agile methods to certain project types, it would appear that scale or geography, by themselves, are not necessarily barriers to success.

Barry Boehm and Richard Turner suggest that risk analysis be used to choose between adaptive ("agile") and predictive ("plan-driven") methods. The authors suggest that each side of the continuum has its own *home ground* as follows:

Agile home ground:

- Low criticality
- Senior developers
- Requirements change very often
- Small number of developers
- Culture that thrives on chaos

Plan-driven home ground:

- High criticality

anonymous - Anonymous (used as a mass noun) is a label and Internet meme adopted within Internet culture to represent the actions of many online community users acting anonymously usually toward a loosely agreed-upon goal. It is generally considered as a blanket term—not tied to any monolithic group—for the vox populi or members of the Internet culture. The name Anonymous itself is inspired by the perceived anonymity under which users post images and comments on the Internet. Usage of the term Anonymous in the sense of a shared identity began on imageboards. A tag of Anonymous is assigned to visitors who leave comments without identifying the originator of the posted content. Users of imageboards sometimes jokingly acted as if Anonymous were a real person. As the popularity of imageboards increased, the idea of Anonymous as a collective of unnamed individuals became an internet meme.

Appropriation art and Copyright: Warhol's famous Campbell's Soup Cans are generally held to be non-infringing, despite being clearly appropriated. "Paintings and soup cans are not in themselves competing products", according to expert trademark lawyer Jerome Gilson.

appropriation art - To appropriate something involves taking possession of it. In the visual arts, the term appropriation often refers to the use of borrowed elements in the creation of new work. The borrowed elements may include images, forms or styles from art history or from popular culture, or materials and techniques from non-art contexts. Since the 1980s the term has also referred more specifically to quoting the work of another artist to create a new work. The new work does not

- Junior developers
- Requirements don't change too often
- Large number of developers
- Culture that demands order

Agile Data

The Agile Data method describes how data professionals can be productive members of agile software development teams. Agile Data's 6 philosophies provide guidance for how data professionals can interact effectively with other team members as traditional approaches to data work don't fit well with agile approaches. More importantly the Agile Data method describes a collection of agile techniques that DBAs can adopt, including Database refactoring, agile data modeling, database regression testing, and continuous database integration.

Agile methods and method tailoring

In the literature, different terms refer to the notion of method adaptation, including 'method tailoring', 'method fragment adaptation' and 'situational method engineering'. Method tailoring is defined as:

A process or capability in which human agents through responsive changes in, and dynamic interplays between contexts, intentions, and method fragments determine a system development approach for a specific project situation.

Potentially, almost all agile methods are suitable for method tailoring. Even the DSDM method is being used for this purpose and has been successfully tailored in a CMM context. Situation-appropriateness can be considered as a distinguishing characteristic between agile methods and traditional software development methods, with the latter being relatively much more rigid and prescriptive. The practical implication is that agile methods allow project teams to adapt working **practices** according to the needs of individual projects. Practices are concrete activities and products that are part of a method framework. At a more extreme level, the philosophy behind the method,

consisting of a number of **principles**, could be adapted.

XP makes the need for method adaptation explicit. One of the fundamental ideas of XP is that no one process fits every project, but rather that practices should be tailored to the needs of individual projects. There are no experience reports in which all the XP practices have been adopted. Instead, a partial adoption of XP practices, as suggested by Beck, has been reported on several occasions.

A distinction can be made between **static method adaptation** and **dynamic method adaptation**. The key assumption behind static method adaptation is that the project context is given at the start of a project and remains fixed during project execution. The result is a static definition of the project context. Given such a definition, **route maps** can be used in order to determine which structured method fragments should be used for that particular project, based on predefined sets of criteria. Dynamic method adaptation, in contrast, assumes that projects are situated in an emergent context. An emergent context implies that a project has to deal with emergent factors that affect relevant conditions but are not predictable. This also means that a project context is not fixed, but changing during project execution. In such a case prescriptive route maps are not appropriate. The practical implication of dynamic method adaptation is that project managers often have to modify structured fragments or even innovate new fragments, during the execution of a project.

Agile methods and project management

Agile methods differ to a large degree in the way they cover project management. Some methods are supplemented with guidelines on project management, but there is generally no comprehensive support.

Project management tools for agile development teams

A number of project management tools are specifically aimed at agile development. They are designed to help

actually alter the original per se; the new work uses the original to create a new work. In most cases the original remains accessible as the original, without change. Despite the long and important history of appropriation, this artistic practice has recently resulted in contentious copyright issues which reflects more restrictive copyright legislation. Many countries are following the U.S lead toward more restrictive copyright, which risks making this art practice difficult if not illegal.

association - voluntary association or union (also sometimes called a voluntary organization, unincorporated association, or just an association) is a group of individuals who voluntarily enter into an agreement to form a body (or organization) to accomplish a purpose. Strictly speaking in many jurisdictions no formalities are necessary to start an association. In some jurisdictions, there is a minimum for the number of persons starting an association. Some jurisdictions require that the association register with the police or other official body to inform

the public of the association's existence.

attribution - the judgment by experts as to the authorship, date, or other aspect of the origin of a work of art or artifact. Works "attributed" to an artist are more firmly believed to be their's than those "ascribed".
Attribution can also mean:
Attribution (copyright), a concept in copyright law requiring an author to be credited
Attribution (psychology), a concept in psychology whereby people attribute traits and causes to things they observe.

authentication - the act of establishing or confirming something (or someone) as authentic, that is, that claims made by or about the thing are true. This might involve confirming the identity of a person, the origins of an artifact, or assuring that a computer program is a trusted one. An authentication factor is a piece of information used to authenticate or verify a person's identity for security purposes.
Human authentication factors are generally classified into three cases:

plan, track, analyze and integrate work. These tools play an important role in agile development, as a means of Knowledge Management.

Common features include: Version control integration, progress tracking, easy work allocation, integrated release and iteration planning, discussion forums, and reporting and tracking of software defects

Some well-known agile project management websites include: versionone, targetprocess, assembla, rallydev, acunote, ppts, Mingle, Gatherspace and visionproject.

Agile methods

Some of the well-known agile software development methods:

- Scrum
- Agile Modeling
- Agile Unified Process (AUP)
- Agile Data Method
- Test Driven Development (TDD)
- Feature Driven Development (FDD)
- Behavior Driven Development (BDD)
- Essential Unified Process (EssUP)
- Extreme programming (XP)
- DSDM

Agile best practices

- Daily kickoff and review of goals
- Short release cycles
- Responsive development
- Generalism - Use of generic skill sets that are common across the team, not reliance on specific skill sets that are scarce

Agile beyond software development

Agile software development depends on some special characteristics possessed only by software, such as object technologies and the ability to automate testing. However, related techniques have been created for developing

non-software products, such as semiconductors, motor vehicles, or chemicals. For more on them, see Flexible product development.

Measuring agility

While many see agility as a means to an end, a number of approaches have been proposed to quantify agility. Agility Index Measurements (AIM) score projects against a number of agility factors to achieve a total. The similarly-named Agility Measurement Index , scores developments against five dimensions of a software project (duration, risk, novelty, effort, and interaction). Other techniques are based on measurable goals. Another study using fuzzy mathematics has suggested that project velocity can be used as a metric of agility.

While such approaches have been proposed to measure agility, the practical application of such metrics has yet to be seen.

Criticism

Extreme Programming's initial buzz and controversial tenets, such as pair programming and continuous design, have attracted particular criticism, such as McBreen and Boehm and Turner. Many of the criticisms, however, are believed by Agile practitioners to be misunderstandings of agile development.

In particular, Extreme Programming is reviewed and critiqued by Matt Stephens's and Doug Rosenberg's *Extreme Programming Refactored*.

Criticisms include:

- Lack of structure and necessary documentation
- Only works with senior-level developers
- Incorporates insufficient software design
- Requires too much cultural change to adopt
- Can lead to more difficult contractual negotiations
- Can be very inefficient — if the requirements for one area of code change through various iterations,

- Something the user has (e.g., identity document or card, security token, software token, phone, or cell phone)
- Something the user knows (e.g., a password, pass phrase, or personal identification number (PIN))
- Something the user is or does (e.g., fingerprint or retinal pattern, DNA sequence (there are assorted definitions of what is sufficient), signature or voice recognition, unique bioelectric signals, or another biometric identifier)

Other authentication factors include:

- Social networking
- A web of trust forming relationships between authentication credentials
- Location-based authentication, such as that employed by credit card companies to ensure a card is not being used in two places at once.

autonomous building - a building designed to be operated independently from infrastructural support services such as the electric power grid, municipal water systems, sewage

treatment systems, storm drains, communication services, and in some cases public roads.

Advocates of autonomous building describe advantages that include reduced environmental impacts, increased security, and lower costs of ownership. Some cited advantages satisfy tenets of green building, not independence per se. Off-grid buildings often rely very little on civil services and are therefore safer and more comfortable during civil disaster or military attacks.

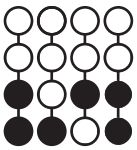
autonomy - (Greek: Auto-Nomos - nomos meaning "law": one who gives oneself his/her own law) is the right to self-government. Autonomy is a concept found in moral, political, and bioethical philosophy. Within these contexts, it refers to the capacity of a rational individual to make an informed, uncoerced decision. In moral and political philosophy, autonomy is often used as the basis for determining moral responsibility for one's actions. One of the best known philosophical theories of autonomy was developed by Kant. In medicine, respect for the autonomy of patients is an important goal, though

the same programming may need to be done several times over. Whereas if a plan were there to be followed, a single area of code is expected to be written once.

- Impossible to develop realistic estimates of work effort needed to provide a quote, because at the beginning of the project no one knows the entire scope/requirements
- Drastically increases the risk of scope creep due to the lack of detailed requirements documentation
- Agile is feature driven, non-functional quality attributes are hard to be placed as user stories

The criticisms regarding insufficient software design and lack of documentation are addressed by the Agile Modeling method, which can easily be tailored into agile processes such as XP.

Agile software development has been criticized because it may not bring about all of the claimed benefits when programmers of average ability use this method.



Apache

OSP REMIX DEC USER

The **Apache HTTP Server**, commonly referred to simply as **Apache**, is a web server notable for playing a key role in the initial growth of the World Wide Web. Apache was the first viable alternative to the Netscape Communications Corporation web server (currently known as Sun Java System Web Server), and has since evolved to rival other Unix-based and web servers in terms of functionality performance.

Apache is developed and maintained by an open community of developers under the auspices of the Apache Software Foundation. The application is available for a wide variety

of operating systems, including Unix, FreeBSD, Linux, Solaris, Novell NetWare, Mac OS X, Microsoft Windows, OS/2, TPF, and eComStation. Released under the Apache License, Apache is characterized as free software and open source software.

Since April 1996 Apache has been the most popular HTTP server on the World Wide Web. However, since November 2005 it has experienced a steady decline of its market share, lost mostly to Microsoft Internet Information Services. As of June 2008 (2008-06) Apache served 49.12% of all websites.

Appreciative inquiry

FAC DEC

Appreciative Inquiry (AI) is an organizational development process or philosophy that engages individuals within an organizational system in its renewal, change and focused performance.

Appreciative Inquiry was adopted from work done by earlier theorists and practitioners and further developed by David Cooperrider of Case Western Reserve University. It is now a commonly accepted practice in the evaluation of organizational development strategy and implementation of organizational effectiveness tactics.

Appreciative Inquiry is a particular way of asking questions and envisioning the future that fosters positive relationships and builds on the basic goodness in a person, a situation, or an organization. In so doing, it enhances a system's capacity for collaboration and change. Appreciative Inquiry utilizes a 4-stage process focusing on:

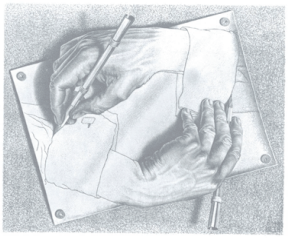
- **DISCOVER:** The identification of organizational processes that work well.

it can conflict with a competing ethical principle, beneficence. Politically, it is also used to refer to the self-governing of a people.

Dymaxion House, designed by Buckminster Fuller in the 1930s through the 1950s, adopted many techniques to reduce resource use, such as a "fogger" shower head to reduce water use, a packaging toilet, and a vacuum turbine for electric power.

autopoiesis - literally means "auto (self)-creation" (from the Greek: auto – for self- and poiesis – for creation or production), and expresses a fundamental dialectic between structure and function. The term was originally introduced by Chilean biologists Humberto Maturana and Francisco Varela in 1973: "An autopoietic machine is a machine organized (defined as a unity) as a network of processes of production (transformation and destruction) of components which: (i) through their interactions and transformations continuously regenerate and realize the network of processes (re-

lations) that produced them; and (ii) constitute it (the machine) as a concrete unity in space in which they (the components) exist by specifying the topological domain of its realization as such a network." (Maturana, Varela, 1980, p. 78)



The term autopoiesis was originally conceived as an attempt to characterize the nature of living systems. An application of the concept to sociology can be found in Niklas Luhmann's Systems Theory.

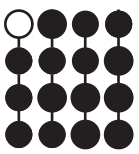
autocatalytic - a reaction where reaction product is itself the catalyst for that reaction. A set of chemical reactions can be said to be "collectively autocatalytic" if a number of those reactions produce, as reaction products, catalysts for enough of the other reactions that the entire set of chemical reactions is self sustaining given an input of energy and food molecules.

- **DREAM:** The envisioning of processes that would work well in the future.
- **DESIGN:** Planning and prioritizing processes that would work well.
- **DESTINY** (or **DELIVER**): The implementation (execution) of the proposed design.

The basic idea is to build organizations around what works, rather than trying to fix what doesn't. It is the opposite of problem solving. Instead of focusing on fixing what's wrong, AI focuses on how to create more of what's already working. The approach acknowledges the contribution of individuals, in order to increase trust and organizational alignment. The method aims to create meaning by drawing from stories of concrete successes and lends itself to cross-industrial social activities. It can be enjoyable and natural to many managers, who are often sociable people.

There are a variety of approaches to implementing Appreciative Inquiry, including mass-mobilized interviews and a large, diverse gathering called an Appreciative Inquiry Summit (Ludema, Whitney, Mohr and Griffin, 2003). Both approaches involve bringing very large, diverse groups of people together to study and build upon the best in an organization or community.

AI has been used extensively to foster change in businesses (a variety of sectors), health care systems, social profit organizations, educational institutions, communities, local governments, and religious institutions.



Artist collective

C DEC

An **artist collective** is an initiative that is the result of a group of artists working together, usually under

their own management, towards shared aims. The aims of an artists collective can include almost anything that is relevant to the needs of the artist, this can range from purchasing bulk materials, sharing equipment, space or materials, through to following shared ideologies, aesthetic and political views or even living and working together as an extended family. Sharing of ownership, risk, benefits, and status is implied, as opposed to other, more common business structures with an explicit hierarchy of ownership such as an association or a company.

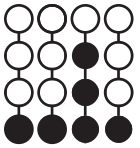
Artist collectives can produce work, either collaboratively or as individuals with the goal of exhibiting together in gallery shows or public spaces. Often an artist's collective will maintain a collective space, for exhibiting or as workshop or studio facilities.

Artist collectives are significant to the artists practice in part because of the increased collective intelligence made possible by the cross-combination of multiple creative minds and disciplines, the cross-fertilisation of ideas and approaches and also due to the social richness and networking capacities involved.

Does the process of making cheese involve autocatalytic reactions? We don't know. This is a good example of the fact that a search engine query is still not yet the holy grail. We may have to wait for the semantic web, which will register 'meaning' rather than just 'words', for that.

avant-garde - means "advance guard" or "vanguard". The adjective form is used in English, to refer to people or works that are experimental or innovative, particularly with respect to art, culture, and politics. Avant-garde represents a pushing of the boundaries of what is accepted as the norm or the status quo, primarily in the cultural realm. The notion of the existence of the avant-garde is considered by some to be a hallmark of modernism, as distinct from postmodernism. However, this is not true in the case of music as many pieces are still being released which are generally considered avant-garde in popular culture.

BarCamp



OSP PLAT USER

Barcamp is an international network of user generated conferences — open, participatory workshop-events, whose content is provided by participants — often focusing on early-stage web applications, and related open source technologies, social protocols, and open data formats.

balanced job complexes - a way of organizing a workplace or group that is both directly democratic and also creates relative equal empowerment among all people involved. It is a collection of tasks within a given workplace that is balanced for its equity and empowerment implications against all other job complexes in that workplace. It was developed as an alternative to the corporate division of labor.
In this system, each worker must undertake some unpleasant disempowering task for some time each work day or each week, while all workers also share the more pleasant and empowering tasks in the workplace. In this way workers share

History

The name "BarCamp" is a playful allusion to the event's origins, with reference to the hacker slang term, foobar: BarCamp arose as a spin-off of Foo Camp, an annual invitation-only participant driven conference hosted by open source publishing luminary Tim O'Reilly.

The first BarCamp was held in Palo Alto, California, from August 19-21, 2005, in the offices of Socialtext. It was organized in less than one week, from concept to event, with 200 attendees. Since then, BarCamps have been held in over 350 cities around the world, in North America, South America, Africa, Europe, Australasia and Asia. To mark the one-year anniversary of BarCamp, BarCampEarth was held in multiple locations world wide on August 25-27, 2006. The second-year anniversary of BarCamp, BarCampBlock was held in Palo Alto at the original location, but also over a three block radius on August 18-19, 2007, and was attended by over 800 people.

Influence

By "open-sourcing" the organizational process of Foo Camp, that is, codifying it in a wiki and making that publicly available, BarCamp seems to have struck a chord. Beyond the BarCamp-branded network to which the first event

gave rise, it quickly became a model for user generated conferences in other fields or for more specialized applications, ranging from WordCamp and PodCamp to Seattle Mind Camp, to name a few. There is even a new variant on this user-focused event called a MiniBarCamp. The involvement of key figures in the web development community, such as Tantek Çelik and Ross Mayfield, no doubt helped its adoption.

the burdens and benefits of work that impact each persons ability to participate in directly democratic decision making within the workplace.
In order for balanced job complexes to function there can be no owners or managers involved in the workplace, as all tasks are balanced for empowerment.

Structure and participatory process

BarCamps are organized and evangelized largely through the web, harnessing what might be called a Web 2.0 communications toolkit. Anyone can initiate a BarCamp, using the BarCamp wiki.

The procedural framework consists of sessions proposed and scheduled each day by attendees, mostly on-site, typically using white boards or paper taped to the wall. This has been dubbed, with another play on words, The Open Grid approach.

While loosely structured, there are rules at BarCamp. All attendees are encouraged to present or facilitate a session. Everyone is also asked to share information and experiences of the event, both live and after the fact, via public web channels including (but not limited to) blogging, photo sharing, social bookmarking, wiki-ing, and IRC. This open encouragement to share everything about the event is in deliberate contrast to the "off the record by default" and "no recordings" rules at many private invite-only participant driven conferences.

bandwidth - In computer networking and computer science, digital bandwidth or just bandwidth is the capacity for a given system to transfer data over a connection. It is measured as a bit rate expressed in bits/s or multiples of it (kbit/s Mbit/s etc.). Digital bandwidth should not be confused with the network throughput, which is the average rate of successful data transfer

Hosting and attending

Venues typically provide basic services. Free network access, usually WiFi, is crucial. Following the model of Foo Camp, the venue also makes space for the attendees, a.k.a. BarCampers, to literally camp out overnight. Thus, BarCamps rely on securing sponsorship, ranging from the venue and network access to beverages and food.

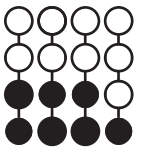
Attendance is typically monetarily free and generally

through a connection. It should also be distinguished from "data transfer", which is the quantity of data transferred over a given period of time. In business jargon, the resources needed to complete a task or project.

restricted only by space constraints. Participants are asked, though, to sign up in advance.

Historical precedents

This form of self-organized user generated conferences are conceptually related to hackers' meetings in Europe, especially those nearer to anarchism and autonomism, happening since the '90s in Temporary Autonomous Zones or other occupied places. The procedural framework of BarCamp borrows some elements (particularly the Agenda Wall) from the Open Space methodology for organizing meetings. Also, the BoF sessions of IETF meetings may have provided inspiration. However, BarCamps lack the political motivations and are actually quite integrated with the mainstream ICT industry, often getting substantial sponsorships from major corporations.



Bee Keeper Model

CON METH OSP PLAT SHAR USER

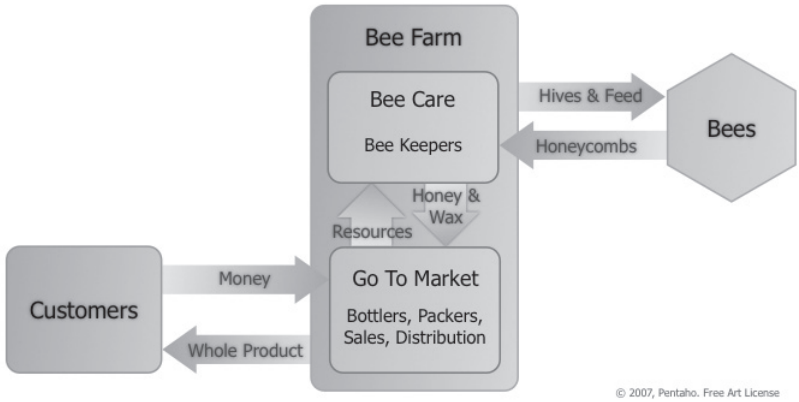
barter - a type of trade in which goods or services are directly exchanged for other goods and/or services, without the use of money. It can be bilateral or multilateral, and usually exists parallel to monetary systems in most developed countries, though to a very limited extent. Barter usually replaces money as the method of exchange in times of monetary crisis, when the currency is

Professional Open Source Software (POSS) companies exist as an exchange system between two sets of consumers: an open source community (motivated by mutual contribution) and a mainstream market (motivated by economic rewards). Organizations in need of support, services, training etc contribute financially for those services as paying customers. That money is used by the POSS company to pay for full-time resources (engineers, product managers etc.) whose efforts (the majority, if not all of it) end up as open source software, freely available to an open source community. The open source community contributes to the software by helping improve the design, functionality, quality, translations, and documentation of the software. The improved software attracts more

customers and the cycle continues, hopefully perpetually. In this model all three parties gain:

- The community gains open source software they can use for their own purposes. This software has more functionality and more resources than a 'pure' open source project could provide. In this way the community profits directly from the POSS company and its customers.
- The customers gain higher quality software at a better price. The customers profit from the open source community's ability to produce high quality software.
- The POSS company gains by growing and increasing its valuation as a result of keeping both sets of consumers content.An analogy to this is 'The Bee Keeper'.

The Bee Keeper creates an environment that is attractive for bees: accommodation and a natural, food-rich habitat. The bees do what they do naturally and make honeycombs. The Bee Keeper sells the honey and bees-wax to his customers and uses the money to grow his bee farm.



The analogy goes a little deeper.

- Bees can fly and so have the opportunity to leave the bee farm if they decide to. So the Bee Keeper must tend to his bees. The Bee Keeper has very little control over his bees and has no ability to direct them to do his bidding. Likewise the community can desert, or even

unstable and devalued by hyperinflation. In the past, goods were exchanged on a one-to-one basis with the intent that the value of the goods traded was of relatively equal value. Prior to the establishment of currencies, barter was the most accepted form of commerce. The equality of the value in a one-on-one barter is often an issue. In 1626 Peter Minuet traded $24 worth of beads, knives and kettles for Manhattan Island – clearly Minuet got the benefit of the bargain on that transaction.

While one-to-one bartering is still practised between individuals and businesses on an informal basis, organized barter exchanges have developed to conduct third party bartering. The barter exchange operates as a broker and bank and each participating member has an account which is debited when purchases are made, and credited when sales are made. With the removal of one-to-one bartering, concerns over unequal exchanges are reduced.

Modern trade and barter has developed into a sophisticated tool to help businesses increase their efficiencies by monetizing their unused capaci-

worse fork, an open source project if they so desire (see the Wikipedia entry on Fork). So the POSS company must keep their community happy. The POSS company cannot rely on the community to follow any directive or schedule it might have. Bees can sting. Community members can publicly object or criticize the POSS company on its own or other web sites.

- The growth of the bee farm depends on how much honey and wax the Bee Keeper can sell to direct customers (passers by), channel partners (the grocery store), and OEM's (the candle maker). How much he can sell depends partly on his business skills and partly on how much honey and wax he has. How much honey and wax he has depends on how many bees he has. How many bees he has depends on how much honey and wax he let the bees keep for themselves. In order to achieve maximum growth the Bee Keeper must grow both his bee population and his customer base at the same time. Likewise a POSS company must perform a balancing act and grow the community and customer base together.
- The bees and honey came first. There is no chicken-and-egg dilemma here. The Bee Keeper invested time and effort in his beehives before he had anything to sell to his first customer. The longer he spends building his bee population before he starts selling the quicker it will grow. Likewise the POSS company must build a community that helps create the software before they can engage in the commercial world. The longer the POSS company can focus on adoption before having to worry about revenue the better it will be.
- Each bee hive has a queen. In order to start a new hive the Bee Keeper needs to attract a queen and enough of her bees to make the hive viable. Likewise open source projects often have a single founder or administrator that is the main leader of the project. Open source projects can be 'acquired' or 'merged' if the project leader and prime contributors are convinced that the move is beneficial to the project.
- The customers don't want to deal with the bees. A single bee or even a swarm of bees cannot directly

ties and excess inventories. The worldwide organized barter exchange and trade industry has grown to an $8 billion a year industry and is used by thousands of businesses and individuals. The advent of the internet and sophisticated relational database software programs has further advanced the barter industry's growth. Organized barter has grown throughout the world to the point now where virtually every country has a formalized barter and trade network of some kind. Complex business models based on the concept of barter are today possible since the advent of Web 2.0 technologies.

An 1874 newspaper illustration from Harper's Weekly, showing a man engaging in barter: offering chickens in exchange for his yearly newspaper subscription.

barter economy - an economy that lacks a commonly accepted currency and

meet the needs of any of the Bee Keeper's customers. It is the work of the Bee Keeper that turns the efforts of the bees into products that the customers desire. The honey in the jar is the same honey that was in the hive, but the customers will only pay for it in the jar. Likewise the commercial customers don't want to deal with open source. They want 'whole product'.

- The customer's cash is no good to the bees. A crisp bank note or a pile of coins is of no use to a bee but the Bee Keeper can use that money to buy hives, bee feed, or bee medication (those varroa and tracheal mites can be problem). Likewise the POSS company's customers do not directly help the open source community. Its only when the POSS company uses that money to pay for engineering resources to improve the open source software that the community benefits.
- Each individual bee makes a small contribution to the system. It takes a large number of bees for a successful outcome. Likewise the contribution of the POSS company's community are vital to the model but the individual contribution of most community members is small.
- Customers are not bees, bees are not customers, and you cannot convert one to another. It is impossible for a bee to pay for a product, for a customer to make honey. I call this the Consumer Dichotomy. It seems that this might not apply to the POSS model and so is limitation of the analogy but it is not. The customer in the Bee Keeper analogy equates to the organization that is paying for the 'whole product' from the POSS company. The bees equates to the community of individual employees and enthusiasts. Consider:
- The POSS company often knows a community member for a long time before finding out who they work for. Sometimes they never find out. Community members often remain part of the community as they move from employer to employer.
- For business software the sales contract is between an organization (customer) and the POSS company. If an employee in a role that is a touch point between the customer and the POSS company leaves their employer,

where barter is the primary form of transaction.

behavioral finance - Behavioral economics and behavioral finance are closely related fields which apply scientific research on human and social, cognitive and emotional factors to better understand economic decisions and how they affect market prices, returns and the allocation of resources. The fields are primarily concerned with the bounds of rationality (selfishness, self-control) of economic agents. Behavioral models typically integrate insights from psychology with neo-classical economic theory.
Academics are divided between considering Behavioral Finance as sup-

porting some tools of technical analysis by explaining market trends, and considering some aspects of technical analysis as behavioral biases (representativeness heuristic, self fulfilling prophecy).
Behavioral analysts are mostly concerned with the effects of market decisions, but also those of public choice, another source of economic decisions with some similar biases.

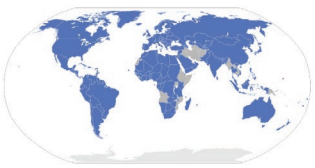
a new individual is nominated to fill the role, and the old employee is no longer a part of the relationship but the organization is.

Customers are corporations, the community are people. They have very different needs that need to be met.

This inherent distinction between customers and community is important when it comes to attempting to turn members of the community into customers. The sales and marketing groups within a POSS company need to be aware that, in most cases, it is not possible to convert a community member into a customer. However is it possible to convert the employer of a community member into a customer. Slamming community members with a marketing pitch is unlikely to achieve this.

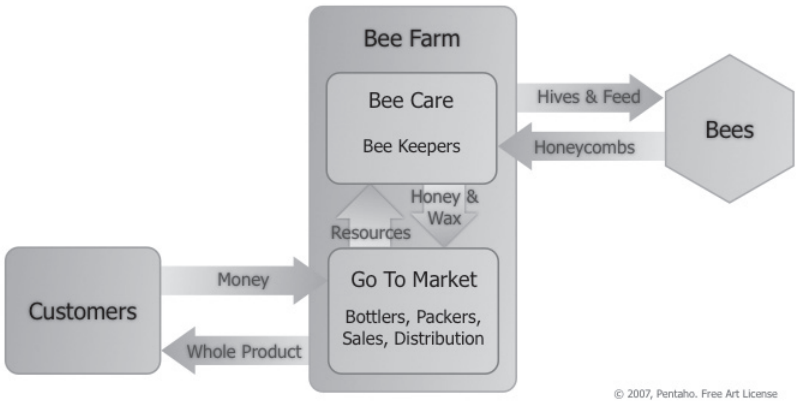
Community members have the potential to persuade their employer to become a customer. The members themselves typically have no budget or no control over how the budget is spent. A POSS company needs to educate its members on the services that are available and the long term advantages to everyone if those services are used. The POSS company needs to find a way of presenting this and enabling members to present it to their employer without de-valuing the capabilities of the community member.

If we generalize the workings of the bee farm we can draw this diagram:

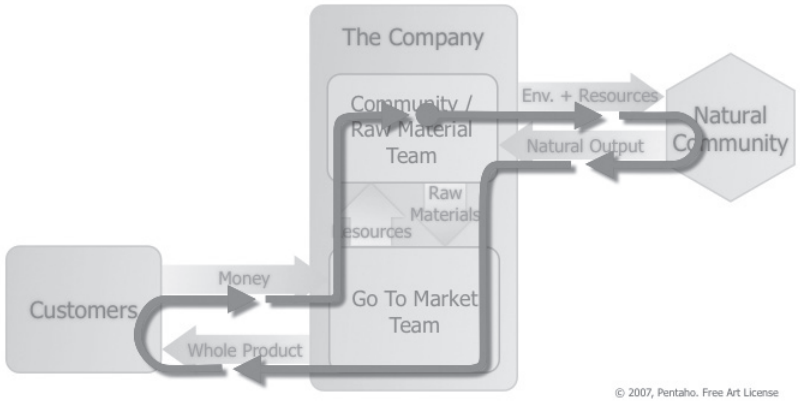


Global signatories of the Berne Convention, 90% of the world, are shown shaded here.

Berne Convention - The Berne Convention for the Protection of Literary and Artistic Works, usually known as the Berne Convention, is an international agreement governing copyright, which was first accepted in Berne, Swit-

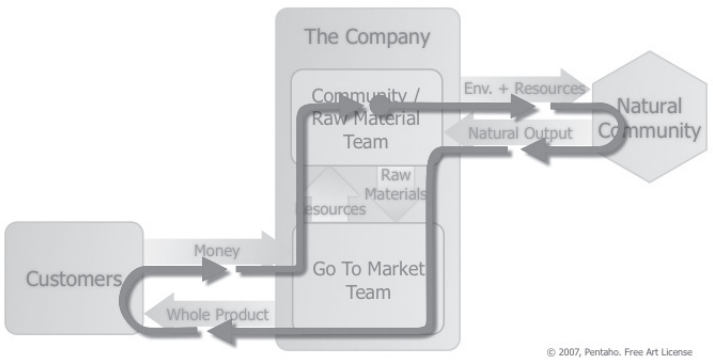


The arrows in the diagram above are a little misleading because it looks like there is a bi-directional flow that can occur at any point in time. In reality there is a ordered flow:



1. The process starts with the Community / Raw Material team creating something that is of value to the community (bee hives and feed in the case of the beekeeper).
2. The community (acting in their own best interest) behaves in such a way that one of the natural outputs of their activity is beneficial to the company.
3. The raw materials created as a result of the community's activity is processed by the 'Go To Market' team into a whole product that is easy for customers to consume.
4. The customers, in paying for the product, fund the addition of reasources to the community team.

This diagram shows the high-level workings of a proprietary software development company.



zerland in 1886. The Berne Convention was developed at the instigation of Victor Hugo of the Association Littéraire et Artistique Internationale. Thus it was influenced by the French "right of the author" (droit d'auteur), which contrasts with the Anglo-Saxon concept of "copyright" which only dealt with economic concerns. Under the Convention, copyrights for creative works are automatically in force upon their creation without being asserted or declared. An author need not "register" or "apply for" a copyright in countries adhering to the Convention. As soon as a work is "fixed", that is, written or recorded on some physical medium, its author is automatically entitled to all copyrights in the work and to any derivative works, unless and until the author explicitly disclaims them or until the copyright expires. Foreign authors are given the same rights and privileges to copyrighted material as domestic authors in any country that signed the Convention. The World Intellectual Property Organization Copyright Treaty was adopted in 1996 to address the issues raised by information technology and

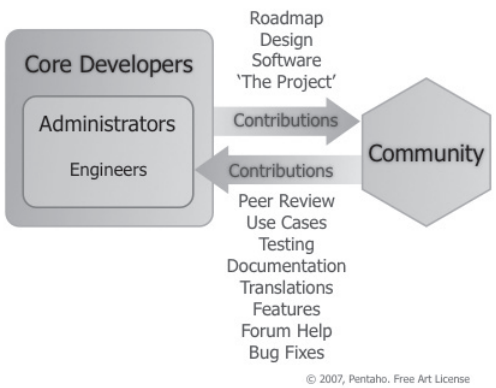
the internet, which were not addressed by the Berne Convention.

This diagram is a very simplified representation of the real-world workings within a proprietary software development organization. There are obviously many communication paths, touch-points, and cross-functional deliverables that occur that are not shown on this diagram. However it is useful if we view the model this way and compare it with the diagrams of the open source and professional open source models.

- Engineering has two roles in this model: first to create software, and secondly to participate in the 'Go To Market' program.
- Product Management 'owns' the product roadmap and has the responsibility of creating it by collating the requirements of Sales, Marketing and customers. They also act as a buffer between Engineering and these groups. This is done for two reasons: to keep engineers focused on writing software, and to control the flow of information from engineers to customers. Product Managers also describe how the features are to be turned into 'whole product'.
- Note that the roles of the Sales, Marketing, Support, and Services departments are focused on the customers.
- It is the 'Go To Market' program that creates the 'Whole Product' that mainstream customers require.
- The customer is not very involved in the process of creating the software.

beta - the second letter of the Greek alphabet. Betaware is a nickname for software which has passed the alpha testing stage of development and has been released to a limited number of users for software testing before its official release. Beta testing allows the software to undergo usability testing with users who provide feedback, so that any malfunctions

Looking at an open source model in the same way:



- The project administrators are typically the engineers doing much of the development and design and also setting the project roadmap.
- The road map is owned by the project administrators. In this respect they are partially fulfilling the role of Product Managers. The project administrators do not perform the other, 'whole product' focused, roles of Product Managers.
- The community participates in many roles and tasks involved in designing, implementing, and testing the software.
- There is no 'Go To Market' process in this model. This is why the barriers to the adoption of open source listed above exist.
- There is no 'Whole Product' in this model. There is software, but not in an easily deployable or managable form.
- There is no marketing in this model so open source projects gain mind-share through technical articles, blogs, and word-of-mouth.
- A few people have a negative reaction to the open source concept because they think it is in some way socialist or communist which they are predjudiced. This is not the case: open source is effective because the motivations of all participants are naturally aligned (rather than artificially aligned with financial reward as a 'pseudo-motivation').

these users find in the software can be reported to the developers and fixed. Beta software can be unstable and could cause crashes or data loss.
A beta version is the first version released outside the organization or community that develops the software, for the purpose of evaluation or real-world black/grey-box testing. The process of delivering a beta version to the users is called beta release.

Summary
The deliberate simplification of the diagrams shown on these pages show something important. If you reduce the workings of a proprietary software company and an professional open source company down to the fewest number of lines and bubbles it shows fundamental differences between the two.

By comparing the three diagrams you can see that the POSS model is a perfect combination of an open source project and a proprietary software vendor. I use 'perfect' in the mathematical sense: there is nothing left out and there

bicycle - also called a cycle, or bike, is a pedal-driven, human-powered vehicle with two wheels attached to a frame, one

behind the other. introduced in the 19th century and now number about one billion worldwide. They are the principal means of transportation in many regions. The bicycle has had a considerable effect on human society, in both the cultural and industrial realms.

A Wooden Dandy horse (around 1820), the first two-wheeler and as such the archetype of the bicycle.

biodiversity - the variation of life forms within

is nothing in addition to the two other models.

Some people assume that the POSS model is flawed because the POSS company does not have direct control over its resources. This is not true with the POSS model used by Pentaho, MySQL etc. The only resource we cannot directly influence are our community who perform software-oriented roles for us at a scale and capacity that is orders of magnitude better than any proprietary organization could do on its own (keep reading). Community members do not participate in the 'Go To Market' program and so are not involved in the creation of the 'whole product' that customers require.

Professional open source = open source project + 'whole product' program*
The POSS model is a robust combination of an open source project, a professional open source company backing that project, and a complete Go To Market program. Not only does the model benefit from the advantages of each there are additional benefits for all participants:

- The open source community benefits directly from the full-time engineering staff that exist because of the fee-paying customers.
- The customers benefit from the increased quality of the software, quality of design, and increased traction enabled by the open source community.
- The POSS company benefits by increasing its valuation when it meets the needs of both customers and open source community.
- The model is powerful because the customers, partners, engineers, and open source communities are all self-motivated to behave in ways that are beneficial to themselves and, as a side effect, beneficial to all the others.

By combining the benefits of the open source and proprietary models the POSS model provides a strong alternative to both:

	Open Source	Proprietary	POSS
Rate of innovation	Higher	Lower	Higher
Visibility into product design / implementation	Higher	Lower	Higher
Quality of software	Higher	Lower	Higher
Reliability of support	Lower	Higher	Higher
Reliability of roadmap	Lower	Higher	Higher
Ownership of solution	Higher	Lower	Higher
Availability of professional services	Lower	Higher	Higher
Availability of references and case studies	Lower	Higher	Higher
Ability to prototype and 'try before you buy'	Higher	Lower	Higher
Cost of license or subscription	None	Higher	Lower
Ability to customize software	Higher	Lower	Higher

As demonstrated by the Beekeeper diagrams and this table the POSS model, when implemented well, is a ideal combination of the methodologies, principles, and roles from open source and proprietary software development models. By combining these models carefully the advantages of each can also be combined to produce a result that is powerful and compelling.

Open source has been described as the biggest paradigm shift in computing in the last 20 years. I hope that the information I have presented here shows the disruptive nature of open source / POSS is due to the profound and fundamental differences that exist between the proprietary software development model and the open source / POSS models. POSS companies are a lot of fun to work at because of this. I don't know of anyone working in a POSS company today that wants to go back to a proprietary vendor. I know lots of people at proprietary vendors who would like to move out.

The POSS model is sufficiently open source to be disruptive, productive, and fun. Much evidence indicates that it is commercial enough to be sustainable.

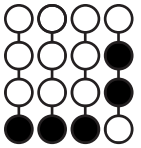
a given ecosystem, biome or for the entire Earth. Biodiversity is often used as a measure of the health of biological systems. The 1992 United Nations Earth Summit in Rio de Janeiro defined "biodiversity" as "the variability among living organisms from all sources, including, 'inter alia', terrestrial, marine, and other aquatic ecosystems, and the ecological complexes of which they are part: this includes diversity within species, between species and of ecosystems".

Bioregional democracy - a political, cultural, and environmental system based on naturally-defined areas called bioregions, or ecoregions. Bioregions are defined through physical and environmental features, including watershed boundaries and soil and terrain characteristics. Bioregionalism stresses that

the determination of a bioregion is also a cultural phenomenon, and emphasizes local populations, knowledge, and solutions. The bioregionalist perspective opposes a homogeneous economy and consumer culture with its lack of stewardship towards the environment. This perspective seeks to:

- Ensure that political boundaries match ecological boundaries.
- Highlight the unique ecology of the bioregion.
- Encourage consumption of local foods where possible.
- Encourage the use of local materials where possible.
- Encourage the cultivation of native plants of the region.
- Encourage sustainability in harmony with the bioregion.

Bio-teams



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Bioteams are self-organizing, adaptive, agile organizational structures for teams. A lot of inspiration for these structures came from studying the collective behavior of ants, flocks of birds and other examples from nature.

The rules of bioteams from "Bioteaming Manifesto" by Ken Thompson and Robin Good are :

1. Communicate information — not orders.

2. Mobilize everyone to look for and manage team threats and opportunities (collective responsibility).

3. Achieve accountability through transparency not permission.

4. Provide 24x7 instant in situ message hotlines for all team members (make sure the team is continually and immediately connected).

5. Treat external partners as fully trusted team members.

6. Nurture the team's internal and external networks and connections (the strength of weak ties).

7. Develop consistent autonomous team member behaviours (ensure all members agree to do a few critical things the same way).

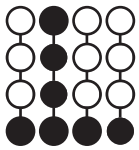
8. Team members must learn effective biological and interpersonal co-operation strategies (find the natural win-win approaches).

9. Learn through experimentation, mutation and team review (not analysis).

10. Define the team's goals and roles in terms of 'network transformations' — not expected outputs.

11. Develop team boundaries which are open to energy but closed to waste (the right team and the right team size can't be absolutely known up front).

12. Scale naturally through nature's universal growth and decay cycles (the membership and roles of the team will evolve organically over time)
examples of some bioteam structures : Invequity, some collaborative supply chains,some collaborative business networks



Bohm Dialogue

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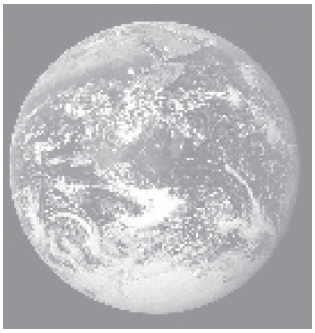
Bohm Dialogue or **Bohmian Dialogue** is a form of free association conducted in groups, with no predefined purpose in mind besides mutual understanding and exploration of human thought. It aims to allow participants to examine their their preconceptions, prejudices and patterns of thought. Bohm Dialogue was developed by David Bohm, Donald Factor and Peter Garrett starting in 1983. Bohm published his views on dialogue in a series of papers between 1985 and 1991.

Bohm Dialogue (often referred to simply as "Dialogue" by its proponents) is conducted in groups of 20 to 40 people, who sit in a single circle, for a few hours during regular meetings or for a few days in a workshop environment. Participants "suspend" their thoughts, motives, impulses

biosphere - the broadest level of ecological study, the global sum of all ecosystems. From the broadest biophysiological point of view, the biosphere is the global ecological system integrating all living beings and their relationships, including their interaction with the elements of the lithosphere, hydrosphere, and atmosphere.



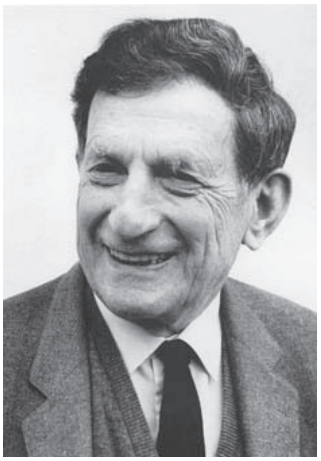
Our local Biosphere.

bittorrent - a peer-to-peer file sharing protocol used to distribute large amounts of data. The initial distributor of the complete file or collection acts as the first seed.

Each peer who downloads the data also uploads them to other peers. Relative to standard internet hosting, this provides a significant reduction in the original distributor's hardware and bandwidth resource costs. It also provides redundancy against system problems and reduces dependence on the original distributor.

and judgments - exploring and attempting to "think together" collectively. According to the proposal, Dialogue should not be confused with discussion, lecture, discourse or debate, which, says Bohm, all suggest working towards a goal rather than simply exploring. Meeting without an objective or agenda is done to create a "free space" for something new to happen.

David Bohm :



"Dialogue is really aimed at going into the whole thought process and changing the way the thought process occurs collectively. We haven't really paid much attention to thought as a process. We have ENGAGED in thoughts, but we have only paid attention to the content, not to the process. Why does thought require attention? Everything requires attention, really. If we ran machines without paying attention to them, they would break down. Our thought, too, is a process, and it requires attention, otherwise it's going to go wrong."

"In such a dialogue, when one person says something, the other person does not, in general, respond with exactly the same meaning as that seen by the first person. Rather, the meanings are only *similar* and not identical. Thus, when the 2nd person replies, the 1st person sees a *Difference* between what he meant to say and what the other person understood. On considering this difference, he may then be able to see something new, which is relevant both to his own views and to those of the other person. And so it can go back and forth, with the continual emergence of a new content that is common to both participants. Thus, in a dialogue, each person does not attempt to *make common* certain ideas or items of information that are already known to him. Rather, it may be said that two people are making something *in common*, i.e., creating something new

blog - a Web site, usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological

together." (from *On Dialogue*)

It seems then that the main trouble is that the other person is the one who is prejudiced and not listening. After all, it is easy for each one of us to see that other people are 'blocked' about certain questions, so that without being aware of it, they are avoiding the confrontation of contradictions in certain ideas that may be extremely dear to them. The very nature of such a 'block' is, however, that it is a kind of insensitivity or 'anesthesia' about one's own contradictions. Evidently then, what is crucial is to be aware of the nature of one's own 'blocks'. If one is alert and attentive, he can see for example that whenever certain questions arise, there are fleeting sensations of fear, which push him away from consideration of those questions, and of pleasure, which attract his thoughts and cause them to be occupied with other questions. So, one is able to keep away from whatever it is that he thinks may disturb him. And as a result, he can be subtle at defending his own ideas, when he supposes that he is really listening to what other people have to say. When we come together to talk, or otherwise to act in common, can each one of us be aware of the subtle fear and pleasure sensations that 'block' the ability to listen freely?

Post-Bohm "Bohm Dialogue"

Principles of Dialogue

"Bohm Dialogue" has been widely used in the field of organizational development, and has evolved beyond what David Bohm intended: rarely is the minimum group size as large as what Bohm originally recommended, and there are often other numerous subtle differences. Specifically, any method of conversation that claims to be based on the "principles of dialogue as established by David Bohm" can be considered to be a form of Bohm Dialogue. Those principles of "Bohm Dialogue" are:

1. The group agrees that no group-level decisions will be made in the conversation. "...In the dialogue group we are not going to decide what to do about anything. This is crucial. Otherwise we are not free. We must have

order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog.
Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. The ability for readers to leave comments in an interactive format is an important part of many blogs.

blogosphere - a collective term encompassing all blogs and their interconnections. It is the perception that blogs exist together as a connected community (or as a collection of connected communities) or as a social network. The term was coined on September 10, 1999 by Brad L. Graham, as a joke.

an empty space where we are not obliged to anything, nor to come to any conclusions, nor to say anything or not say anything. It's open and free" (Bohm, "On Dialogue", p.18-19.)"

2. Each individual agrees to suspend judgement in the conversation. (Specifically, if the individual hears an idea he doesn't like, he does not attack that idea.) "...people in any group will bring to it assumptions, and as the group continues meeting, those assumptions will come up. What is called for is to suspend those assumptions, so that you neither carry them out nor suppress them. You don't believe them, nor do you disbelieve them; you don't judge them as good or bad... (Bohm, "On Dialogue", p. 22.)"

3. As these individuals "suspend judgment" they also simultaneously are as honest and transparent as possible. (Specifically, if the individual has a "good idea" that he might otherwise hold back from the group because it is too controversial, he will share that idea in this conversation.)

4. Individuals in the conversation try to build on other individuals' ideas in the conversation. (The group often comes up with ideas that are far beyond what any of the individuals thought possible before the conversation began.)

Usually, the goal of the various incarnations of "Bohm Dialogue" is to get the whole-group to have a better understanding of itself. In other words, Bohm Dialogue is used to inform all of the participants about the current state of the group they are in.

Incarnations of Bohm Dialogue:

- Peter Senge in his book "The Fifth Discipline" (1990) recommends a type of dialogue that is based on principles he says originate with Bohm, and is part of his strategy to help groups become "learning organizations".
- Parker Palmer in his book "A Hidden Wholeness" (2004) seems to advocate a style of dialogue

bookcrossing - defined as "the practice of leaving a book in a public place to be picked up and read by others, who then do likewise". The term is derived from bookcrossing.com, a free online book club which began and encouraged the practice and aims to "make the whole world a library" The 'crossing' or exchanging of books may take any of a number of forms, including wild releasing books in public,

that is almost identical to what Bohm originally recommended. (Palmer calls his technique "Circles of Trust.") Palmer uses his dialogue more for personal spiritual development than for business consultation.

- Holman (1999) explains that Linda Ellinor has used "dialogue like conversation" to establish partnership in the workplace (essentially establishing informal workplace democracy):

"...there is a movement towards what we call shared leadership. Shared leadership refers to what happens as those practicing dialogue over time begin to share in the understanding of collectively held goals and purpose together. Alignment builds. Every individual sees more clearly how he or she uniquely shares and contributes to the output and end results. Formal leaders do not need to direct the activities of subordinates as much. Armed with greater understanding of the larger picture, subordinates simply take independent action when they need to without being dependent on feedback from their manager (p. 224)."

- William Isaacs (1999) claims to be building directly on Bohm's work. He goes into a many possible techniques and skill sets that can be used to view and enhance dialogue in a group. He focuses on a four-stage evolutionary-model of a dialogue (p.242-290):

Stage one is "Shared Monologues", where group members get used to talking to each other.

Stage two is "Skillful Discussion", where people are learning the skills of dialogue.

Stage three is "Reflective Dialogue", which is approximately Bohm's idea of dialogue.

Stage four is "Generative Dialogue", a special "creative" dialogue Isaacs seeks for his groups.

- Patricia Shaw (2002) distances herself from the rest of the Bohm-school of dialogue, stating "...I am not trying to foster a special form or discipline of conversation... Rather than inculcating a

direct swaps with other members of the websites, or "book rings" in which books travel in a set order to participants who want to read a certain book. The community aspect of BookCrossing.com has grown and expanded in ways that were not expected at the outset. In addition to forum discussions, mailing lists and annual conventions throughout the world.

History

Ron Hornbaker conceived the idea for what is now known as BookCrossing in March 2001. About four weeks later, on April 17, he launched the website, which has expanded and grown throughout the world. By April 2003 the website had over 113,000 members, and in 2004 the Concise Oxford Dictionary included the word "bookcrossing". In the same year, BookCrossing was featured as a part of a storyline in the Australian soap opera Neighbours. As of 23 March 2008, Bookcrossing.com had over 655,000 members, with over 4,600,000 registered books.

In July 2007 Singapore became the first official BookCrossing country in the world. In an initiative was launched together with the National Library of Singapore, 2,000 locations within the country were designated as 'hotspots', similar to Official BookCrossing Zones. In 2008, BookCrossing was introduced to Abu Dhabi as part of a joint venture with the Abu Dhabi Authority for Culture and Heritage. Awards

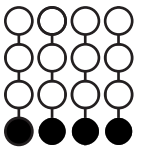
In May 2005 BookCrossing.com won two People's Voice awards in the Webby Awards for best community website and best social/networking website. BookCrossing was also featured in a BBC Radio project broadcast as 84 Book Crossing Road, which involved releasing 84 copies of Helene Hanff's book 84 Charing Cross Road around the world. The programme was produced by Tim Heffer and Alan Hall of Falling Tree Productions, and was nominated for a Sony Radio Academy Award in 2006.

About

Anyone who wishes to participate in "releasing" books, whether leaving it in a public place or passing it on to a friend,

> special discipline of dialogue, I am encouraging perceptions of ensemble improvisation as an organizing craft of communicative action" (p. 164). Shaw's form of dialogue focuses on getting group members to appreciate the different roles each other can play in conversation, in the same way that jazz (improvisational) musicians appreciate each other's unplanned contribution to a performance. Shaw's dialogue variation shows that a simpler, less idealistic approach is possible. For her all conversations are on a continuum, a gray scale that ranges from the highest, purest forms of dialogue to the lowest command-and-control conversations. In this sense dialogue is a property a conversation can have more or less of.

All of the above authors and consultants are considered to be experts in "Bohm Dialogue" (amongst others.) This makes Bohm himself only one of many authorities on this subject. Some of these practitioners have made contributions and adaptations completely unforeseen by Bohm himself, making the subject of "Bohm Dialogue" much greater than the dialogue theory Bohm himself originally established, which, Don Factor believes, would have delighted him if he were still alive.



BookMooch

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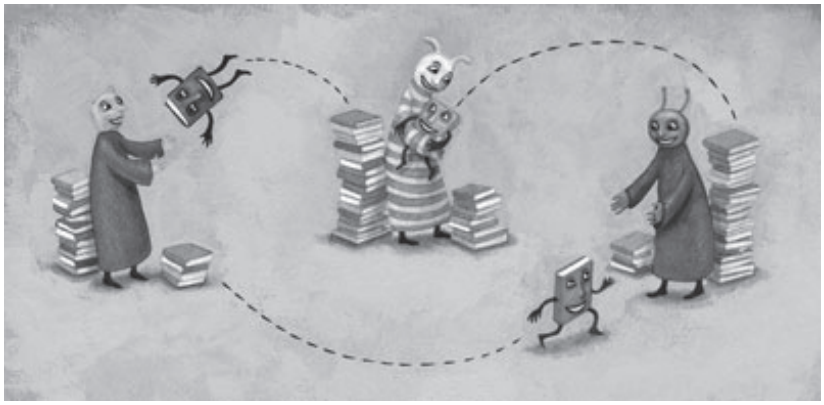
BookMooch is an international, on-line book exchange community founded by John Buckman in July 2006. Membership, which has grown to around 74,000 in over 90 countries, is open to anyone and is free. There is heavy community participation in its running and organization. About 500,000 book titles are available and about 2000

books are swapped per day.



Site description

BookMooch allows its users to exchange books using a points system. Members earn points by adding books to their inventories, by sending books to other members and by providing feedback when they receive books. The points earned can then be used to "buy" books from other members. All books "cost" the same number of points, with a multiple point surcharge for international mooches . Point exchange takes place at the beginning of any transaction, allowing "currency" to circulate quickly. Members may opt to send books only within their own country, worldwide, or worldwide upon request.

There is no waiting period for a new member to begin to participate in BookMooch. Setting up an initial trading inventory will earn enough points to begin trading immediately. Forum members encourage new members by keeping an eye out for new inventories and posting links to them.

Member pages contain biographical information, conditions of trade and links to their transaction histories. Widgets allow members to personalise their pages and listings. Links to Amazon sites in various countries allow members to enter books into the system quickly. A notification system e-mails members when a book on their Wishlist becomes available and directs them to the Mooch screen for that book.

must register on the BookCrossing.com website , although there is the option to remain anonymous when "catching" or recording the find of a book. BookCrossing.com users can 'go hunting', where a member will go to the website to view a list of books that have recently been "released", then go to the location it was left to "catch" it. Books may also be left at Official BookCrossing Zones" (OBCZs), which are located in certain coffee shops, cafes, restaurants and other public places. The purpose of these locations is to get current members in the area to leave books to share with the public. This also advertises BookCrossing and creates more members.

Members may choose to donate points to charity such as Books for Prisons, public libraries, education and counselling services, children's and military book charities. Members may add to the charity list if they have a particular charity they want to support. The charities can then use their points to acquire books.

Organization

The Official BookMooch Blog records new BM projects, ideas and solicits input and feedback. Members of the forum contribute help and advice, feature suggestions, book talk, chat and "special offers."

Member contributions

Members are active in suggesting and contributing features to the system. Member-run, associated BookMooch activities include:

- The BookMooch Angel Network – In response to increases in postal rates which discourage some users from mailing abroad, a group of volunteer "angels" exist who will mooch books within their own country and send them on to members in other countries;
- The BookMooch Support Group is for members who commit to reading at least two of their stacked-up To Be Read piles during the month and post reviews to the Support Group's blog, The Smoke Lives.
- The BookMooch Journal Project – Journals/ Notebooks posted by a member for Mooching. Each member who mooches contributes artwork or as directed by the originator and adds the book to their own inventory to be Mooched.
- BookMooch Friends is a Yahoo social group for getting to know one another outside the trading environment
- BookMooch Barter - where members can swap things other than books
- BookMooch Lottery – an occasional activity where members pool points. Half the pool goes to a random selection of members; half to charity.

bookmark - stored Web page locations (URLs) that can be retrieved. As a feature of all modern Internet web browsers, their primary purpose is to easily catalog and access web pages that a user has visited and chosen to save. Saved links are called "favorites" in Internet Explorer, and by virtue of the browser's large market share, the term favorite has been synonymous with bookmark since the early days of widely-distributed browsers. Bookmarks have been incorporated in browsers since the Mosaic browser in 1993.

Under discussion is a member-run Bank of BookMooch where members who are short of points can borrow and repay them later. Members also write documentation and help features and maintain the BookMooch Wiki.
The site has an API allowing developers to create their own web applications. This has led to several projects such as the BookMooch.com Most Wanted Top 100.

Transparency

Transparency of behaviour is a key component of BookMooch. Recipients of books assign feedback to each transaction and a history for each member is open to view. A critical ratio of mooching to giving must be maintained by each member in order to continue to receive books. Both the forums and the feedback/e-mail systems generally allow users to resolve any differences amicably. Abuse may be reported to the administrators to rectify any problem.

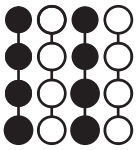
Income

BookMooch is a non-commercial site, not charging any membership or use fees. Some revenue is generated from commission when users purchase a book from Amazon.com through referral by the site, but the founder has stated that there is no need for BookMooch to generate profit, and refers to this income from Amazon as "making money by accident." Running expenses are covered by Amazon commissions. As of December 2006, for approximately every 30 books mooched, one book is purchased from Amazon.

bookswapping - or book exchange, is the practice of a swap of books between one person and another. Practiced among book groups, friends and colleagues at work, it provides an inexpensive way for people to exchange books, find out about new books and obtain a new book to read without having to pay. Because swaps occur between individuals, without central distribution or warehousing, and without the copyright owner making a profit, the practice has been compared to peer to peer systems such as Bittorrent -- except that hard-copy original analog objects are exchanged.

College book exchange programs

Many colleges and universities have developed online book exchange programs to help students save money on text books. Some colleges build their own systems and others use systems from third party service providers.



Bottom-up and top-down design

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Top-down and **bottom-up** are strategies of information processing and knowledge ordering, mostly involving software, but also other humanistic and scientific theories (see systemics). In practice, they can be seen as a style of thinking and teaching. In many cases *top-down* is used as a synonym of *analysis* or *decomposition*, and *bottom-up* of *synthesis*.

A **top-down** approach is essentially breaking down a system to gain insight into its compositional sub-systems. In a top-down approach an overview of the system is first formulated, specifying but not detailing any first-level subsystems. Each subsystem is then refined in yet greater detail, sometimes in many additional subsystem levels, until the entire specification is reduced to base elements. A top-down model is often specified with the assistance of "black boxes" that make it easier to manipulate. However, black boxes may fail to elucidate elementary mechanisms or be detailed enough to realistically validate the model.

A **bottom-up** approach is essentially piecing together systems to give rise to grander systems, thus making the original systems sub-systems of the emergent system. In a bottom-up approach the individual base elements of the system are first specified in great detail. These elements are then linked together to form larger subsystems, which then in turn are linked, sometimes in many levels, until a complete top-level system is formed. This strategy often resembles a "seed" model, whereby the beginnings are small but eventually grow in complexity and completeness. However, "organic strategies" may result in a tangle of elements and subsystems, developed in isolation and subject to local optimization as opposed to meeting a global purpose.

Computer science

Software development

Part of this section is from the Perl Design Patterns Book.

In the software development process, the **top-down** and **bottom-up** approaches play a key role.

building co-operatives -

co-operative housing corporations where individuals or families work together to directly construct their own homes in a cooperative fashion. Members of this type of co-operative purchase building materials in bulk and co-operate with other members of the co-op during the construction phase of the co-operative. Once the housing has been completed the members usually own their homes directly. In some cases, roads, parkland and community facilities continue to be owned by the co-operative.Building co-ops were extremely popular in many parts of Canada

Top-down approaches emphasise planning and a complete understanding of the system. It is inherent that no coding can begin until a sufficient level of detail has been reached in the design of at least some part of the system. The Top-Down Approach is done by attaching the stubs in place of the module. This, however, delays testing of the ultimate functional units of a system until significant design is complete. Bottom-up emphasizes coding and early testing, which can begin as soon as the first module has been specified. This approach, however, runs the risk that modules may be coded without having a clear idea of how they link to other parts of the system, and that such linking may not be as easy as first thought. Re-usability of code is one of the main benefits of the bottom-up approach.

Top-down design was promoted in the 1970s by IBM researcher Harlan Mills and Niklaus Wirth. Mills developed structured programming concepts for practical use and tested them in a 1969 project to automate the *New York Times* morgue index. The engineering and management success of this project led to the spread of the top-down approach through IBM and the rest of the computer industry. Niklaus Wirth, among other achievements the developer of Pascal programming language, wrote the influential paper *Program Development by Stepwise Refinement*. Since Niklaus Wirth went on to develop languages such as Modula and Oberon (where one could define a module before knowing about the entire program specification), one can infer that top down programming was not strictly what he promoted. Top-down methods were favored in software engineering until the late 1980s, and object-oriented programming assisted in demonstrating the idea that both aspects of top-down and bottom-up programming could be utilized.

Modern software design approaches usually combine both top-down and bottom-up approaches. Although an understanding of the complete system is usually considered necessary for good design, leading theoretically to a top-down approach, most software projects attempt to make use of existing code to some degree. Pre-existing modules give designs a bottom-up flavour. Some design approaches

from the 1930s to the 1960s. Father James (Jimmy) Tompkins and Dr. Moses Coady were key organizers in Nova Scotia of the first building co-operatives. Through active local study groups they began research on co-operatives and developed a concept of how a building co-op could work

bureaucracy - the structure and set of regulations in place to control activity, usually in large organizations and government. As opposed to adhocracy, it is represented by standardized procedure (rule-following) that dictates the execution of most or all processes within the body, formal division of powers, hierarchy, and relationships. In practice the interpretation and execution of policy can lead to informal influence.

also use an approach where a partially-functional system is designed and coded to completion, and this system is then expanded to fulfill all the requirements for the project.

Programming

Top-down programming is a programming style, the mainstay of traditional procedural languages, in which design begins by specifying complex pieces and then dividing them into successively smaller pieces. Eventually, the components are specific enough to be coded and the program is written. This is the exact opposite of the bottom-up programming approach which is common in object-oriented languages such as C++ or Java.

The technique for writing a program using top-down methods is to write a main procedure that names all the major functions it will need. Later, the programming team looks at the requirements of each of those functions and the process is repeated. These compartmentalized sub-routines eventually will perform actions so simple they can be easily and concisely coded. When all the various sub-routines have been coded the program is done.

By defining how the application comes together at a high level, lower level work can be self-contained. By defining how the lower level objects are expected to integrate into a higher level object, interfaces become clearly defined.

Advantages of top-down programming

- Separating the low level work from the higher level objects leads to a modular design.
- Modular design means development can be self contained.
- Having "skeleton" code illustrates clearly how low level modules integrate.
- Less operations errors (To reduce errors , because each module have to be processed separately, So programmers get large amount of time for processing)

buying - trade is the voluntary exchange of goods, services, or both. Trade is also called commerce. A mechanism that allows trade is called a market. the original form of trade was barter, the direct exchange of goods and services. Later, one side of the barter were the metals, precious metals (poles, coins), bill, paper money. Modern traders instead generally negotiate through a medium of exchange, such as money. As a result, buying can be separated from selling, or earning.

The invention of money (and later credit, paper money and non-physical money) greatly simplified and promoted trade. Trade between two traders is called bilateral trade, while trade between more than two traders is called multilateral trade.

Trade exists for humans due to specialization and division of labor; most people concentrate on a small aspect of production, trading for other

- Much less time consuming (Each programmer is only involved in a part of the big project)
- Very optimized way of processing. (Each programmer has to apply their own knowledge and experience to their parts (modules), so the project will become an optimized one)
- Easy to maintain (If an error occurs in the output, it is easy to identify the errors generated from which module of the entire program)

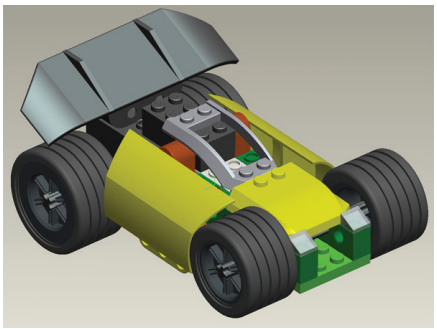
Disadvantages of top-down programming

- Functionality either needs to be inserted into low level objects by making them return "canned answers" -- manually constructed objects, similar to what you'd specify if you were mocking them in a test, or otherwise functionality will be lacking until development of low level objects is complete.

Bottom-Up Approach

In a bottom-up approach the individual base elements of the system are first specified in great detail. These elements are then linked together to form larger subsystems, which then in turn are linked, sometimes in many levels, until a complete top-level system is formed. This strategy often resembles a "seed" model, whereby the beginnings are small, but eventually grow in complexity and completeness.

Object-oriented programming (OOP) is a programming paradigm that uses "objects" to design applications and computer programs.



Lego Racer Pro/ ENGINEER Parts is a good example of BottomUp because the parts are first created and then assembled without regard to how the parts will work in the assembly.

products. Trade exists between regions because different regions have a comparative advantage in the production of some tradable commodity, or because different regions' size allows for the benefits of mass production.

Trade originated with the start of communication in prehistoric times. Trading was the main facility of prehistoric people, who bartered goods and services from each other before the innovation of the modern day currency. Peter Watson dates the history of long-distance commerce from circa 150,000 years ago.

The first instances of money were objects with intrinsic value. This is called commodity money and includes any commonly-available commodity that has intrinsic value; historical examples include pigs, rare seashells, whale's teeth, and (often) cattle. In medieval Iraq, bread was used as an early form of money. In Mexico under Montezuma cocoa beans were money.

Currency was introduced as a standardised money to facilitate a wider exchange of goods and

services. This first stage of currency, where metals were used to represent stored value, and symbols to represent commodities, formed the basis of trade in the Fertile Crescent for over 1500 years.

The system of commodity money in many instances evolved into a system of representative money. In this system, the material that constitutes the money itself had very little intrinsic value, but nonetheless such money achieves significant market value through scarcity or controlled supply.

Buying on the Macro-Scale
In 1776, Adam Smith published the paper An Inquiry into the Nature and Causes of the Wealth of Nations. It criticised Mercantilism, and argued that economic specialisation could benefit nations just as much as firms. Since the division of labour was restricted by the size of the market, he said that countries having access to larger markets would be able to divide labour more efficiently and thereby become more productive. Smith said that he considered all rationalisations of import and export controls "dupery", which hurt the trad-

Neuroscience and psychology

When you see the object you are looking for, it is salient. This is an example of the use of **top-down** information.

In cognitive terms, two thinking approaches are distinguished. "Top down" (or "big chunk") is stereotypically the visionary, or the person who sees the larger picture and overview. Such people focus on the big picture and from that derive the details to support it. "Bottom up" (or "small chunk") cognition is akin to focusing on the detail primarily, rather than the landscape. The expression "seeing the wood for the trees" references the two styles of cognition.

Management and organization

In management and organizational arenas, the terms "top down" and "bottom up" are used to indicate how decisions are made.

A "top down" approach is one where an executive, decision maker, or other person or body makes a decision. This approach is disseminated under their authority to lower levels in the hierarchy, who are, to a greater or lesser extent, bound by them. For example, a structure in which decisions either are approved by a manager, or approved by his authorised representatives based on the manager's prior guidelines, is top-down management.

A "bottom up" approach is one that works from the grassroots — from a large number of people working together, causing a decision to arise from their joint involvement. A decision by a number of activists, students, or victims of some incident to take action is a "bottom-up" decision.

Positive aspects of top-down approaches include their efficiency and superb overview of higher levels. Also, external effects can be internalized. On the negative side, if reforms are perceived to be imposed 'from above', it can be difficult for lower levels to accept them (e.g. Bresser Pereira, Maravall, and Przeworski 1993). Evidence suggests

this to be true regardless of the content of reforms (e.g. Dubois 2002). A bottom-up approach allows for more experimentation and a better feeling for what is needed at the bottom.

ing nation at the expense of specific industries.

Noam Chomsky has argued that several aspects of Smith's thought have been misrepresented and falsified by contemporary ideology, including Smith's reasons for supporting markets and Smith's views on corporations. Chomsky argues that Smith supported markets in the belief that they would lead to equality.

Architectural

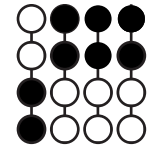
Often, the École des Beaux-Arts school of design is said to have primarily promoted top-down design because it taught that an architectural design should begin with a parti, a basic plan drawing of the overall project.

By contrast, the Bauhaus focused on bottom-up design. This method manifested itself in the study of translating small-scale organizational systems to a larger, more architectural scale (as with the woodpanel carving and furniture design).

Ecological

In ecology, top down control refers to when a top predator controls the structure/population dynamics of the ecosystem. The classic example is of kelp forest ecosystems. In such ecosystems, sea otters are a keystone predator. They prey on urchins which in turn eat kelp. When otters are removed, urchin populations grow and reduce the kelp forest creating urchin barrens. In other words, such ecosystems are not controlled by productivity of the kelp but rather a top predator.

Bottom up control in ecosystems refers to ecosystems in which the nutrient supply and productivity and type of primary producers (plants and phytoplankton) control the ecosystem structure. An example would be how plankton populations are controlled by the availability of nutrients. Plankton populations tend to be higher and more complex in areas where upwelling brings nutrients to the surface.



Carpool

SHAR LOC P2P USER

Carpooling (also known as **car-sharing**, **ride-sharing**, **lift-sharing**), is the shared use of a car by the driver and one or more passengers, usually for commuting. Carpooling arrangements and schemes involve varying degrees of formality and regularity. Formal carpool projects have been around in a structured form since the mid-1970s.

Carpoolers use pool member's private cars, or a jointly hired vehicle, for private shared journeys. The vehicle is not used in a general public transport capacity such as in car sharing, share taxis or taxicabs. Carpooling is also distinct from the use of a company/government or private vehicle by several pool members but at different times, for economic or other reasons, such as in a military *motor pool*, but might involve single occupancy.

Carpooling reduces the costs involved in repetitive or long distance driving by sharing cars, sharing rental charges, or paying the main car owner. Some countries have introduced high-occupancy vehicle (HOV) lanes to encourage carpooling and use of public transport, to combat rising traffic congestion. In reducing the number of cars on the road, carpooling decreases pollution and the need for parking space, and in a global perspective, reduces greenhouse gas emissions. Shared driving carpooling can also reduce driving stress. A form of ad-hoc carpooling between strangers is called Slugging. No money changes hands, but a mutual benefit still exists between the driver and passenger(s) making the practice worthwhile.

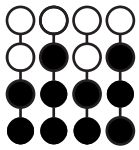
In some cases, companies or local authorities will introduce facilities to encourage private carpooling, often as part of wider transport programs. These can include

capital - In classical economics, capital is one of three (or four, in some formulations) factors of production. The others are land, labour and (in some versions) organisation, entrepreneurship, or management. Goods with the following features are capital:

- It can be used in the production of other goods (this is what makes it a factor of production).
- It was produced, in contrast to "land," which refers to naturally occurring resources such as geographical locations and minerals.
- It is not used up immediately in the process of production unlike raw materials or intermediate goods. (The significant exception to this is depreciation allowance, which like intermediate goods, is treated as a business expense.)

central listing facilities, defined pick-up points, preferential parking and general advice. This has increased through use of the Internet, mobile phones and other software support systems. A third party **rideshare agency** may also provide services to enable one off or regular carpooling in defined areas. In the "dynamic ridesharing" concept, a separate system performs a carpool match automatically for approval by the travelers.

Inflexibility in carpooling can arise in accommodating en-route stops or changes to working times/patterns. Some larger carpools offer 'sweeper services' with later running options. A further backup can also be a 'guaranteed ride home' arrangement with a local taxi company.



Carsharing

SHAR LOC USER

Carsharing is a model of car rental where people rent cars for short periods of time, often by the hour. The organization renting the cars may be a commercial business or the users may be organized as a democratically-controlled company, public agency, cooperative, *ad hoc* grouping. Today there are more than six hundred cities in the world where people can carshare.

The term **carsharing** is also used for carpooling or ride sharing some places.

Description

Despite its evident English language origins, the term *carsharing* (earlier often written as two separate words, and still today occasionally hyphenated) is now the widely accepted international term. Synonyms include *autodelen* in Dutch, *autopartage* in French, *bildeling* in Danish, and

These distinctions of convenience carried over to neoclassical economics with little change in formal analysis for an extended period. There was the further clarification that capital is a stock. As such, its value can be estimated at a point in time, say December 31. There is also a literature of intellectual capital and intellectual property law. However, this increasingly distinguishes means of capital investment, and collection of potential rewards for patent, copyright (creative or individual capital), and trademark (social trust or social capital) instruments. Karl Marx adds a distinction that is often confused with Ricardo's. In Marxian theory, variable capital refers to a capitalist's investment in labor-power, seen as the only source of surplus-value. It is called "variable" since the amount of value it can produce varies from the amount it consumes, i.e., it creates new value. On the other hand, constant capital refers to investment in non-human factors of production, such as plant and machinery, which Marx takes to contribute only its own replacement value to the commodities it is used to

produce.

bilpool in Swedish. In the United Kingdom the term "car clubs" is used, while "car sharing" is also used to refer to ride sharing. Brand names in use include: Andelsbilklub, AutoDelen, Autotaxis, Autoteilen, Auto zum Teilen, Autoparate, Avancar, Bilpool, Block Cars, Caisse Commune, Cambio, CampusCars, CarSharing, Car-Share, CHOICE, CityCarClub, community cars, cOgO Car, Co-Op Auto Network, Cooperative Auto Network (CAN), Dancing Rabbit, Flexcar, GreenCar, HaBil, HOURCAR, ICVS, Mobizen, Motor Pool Co-operative, NTUC CarCo-op, Posibil (Norway), PubliCars, self-drive taxis, Stadtcar, Stadtmobil, Station Cars, StattAuto, teilAuto, Witkars and Zipcar.

"Carpooling" or "ride-sharing" refers to the shared use of a car for a specific journey, in particular for commuting to work, often by people who each have a car but travel together to save costs. However, there is a slight terminological hitch in the UK where the term *car sharing* (two words in this usage) is used for what in the U.S. is called "ride sharing". Carsharing in the sense discussed in this article is a recent development in Britain, and while such plans are still known more known as *car clubs* (a term which, in the U.S., refers strictly to a club of car hobbyists) the international term *carsharing* is gradually gaining currency there as well.

ceremony - an activity, infused with ritual significance, performed on a special occasion, or as a way of deepening one's relationship with a spiritual realm or even the wiser parts of one's own psyche. In the case of initiation, it can signify a transformation in which the initiate is 'reborn' into a new role. Sometimes, a ceremony may only be performed by a person with certain authority for instance, the President of the United States is customarily sworn in by the Chief Justice of the United States.

Flexcars parked in Atlanta, GA.

As is often the case with innovations that spring up more or less spontaneously in different parts of the world, operations are organized in many different ways in different places, according to the objectives of the organizers and users. A small informal start-up may have only one shared car, and only a handful of sharers. Larger services tend to focus on urban areas where there are many potential

customers.

Carsharing differs from traditional car rentals in the following ways:

- Carsharing is not limited by office hours
- Reservation, pickup, and return is all self-service
- Vehicles can be rented by the hour, as well as by the day
- Users are members and have been pre-approved to drive (background driving checks have been performed and a payment mechanism has been established)
- Vehicle locations are distributed throughout the service area, and often located for access by public transport.
- Insurance and fuel costs are included in the rates.

change - The process of becoming different. Social change is a general term which refers to: change in social structure: the nature, the social institutions, the social behaviour or the social relations of a society, community of people, and so on. Any event or action that affects a group of individuals that have shared values or characteristics. And acts of advocacy for the cause of changing society in a normative way (subjective).

Some carshare operations (CSOs) cooperate with local car rental firms to offer best value to their customers (in particular in situations where classic rental may be the cheaper option.)

Urban car sharing is often promoted as an alternative to owning a car where public transit, walking, and cycling can be used most of the time and a car is only necessary for out-of-town trips, moving large items, or special occasions. It can also be an alternative to owning multiple cars for households with more than one driver. A long-term study of City CarShare members by Robert Cervero, Professor of City and Regional Planning at the University of California, Berkeley, found that 30 percent of households that joined sold a car; others delayed purchasing one. Transit use, bicycling, and walking also increased among members.

Car sharing is generally not cost-effective for commuting to a full-time job on a regular basis. Most carsharing

change agent - as defined by the blogger Dennis Stevenson "someone who alters human capability or organizational systems to achieve a higher degree of output or self actualization." He further states that there are certain qualities to a change agent:

- A change agent lives in the future, not the present. "Regardless of what is going on today, a change agent has a vision of what could or should be and uses that as the governing sense of action. To a certain extent, a change agent is dissatisfied with what they see around them, in favor of a much better vision of the future. Without this future drive, the change agent can lose their way. "
- A change agent is fueled by passion, and inspires passion in others.
- A change agent has a strong ability to self-motivate.
- A change agent must understand people.

advocates, operators and cooperating public agencies believe that those who do not drive daily or who drive less than 10,000 kilometers (about 6,200 statute miles) annually may find carsharing to be more cost-effective than car ownership. But variations of 50% on this figure are reported by operators and others depending on local context. If occasional use of a shared vehicle costs significantly less than car ownership, this makes automobile use more accessible to low-income households.

Car sharing can also help reduce congestion and pollution. Replacing private automobiles with shared ones directly reduces demand for parking spaces. The fact that only a certain number of cars can be in use at any one time may reduce traffic congestion at peak times. Even more important for congestion, the strong metering of costs provides a cost incentive to drive less. With owned automobiles many expenses are independent of how much they are driven (such as original purchase, insurance, and maintenance).

Successful carsharing development has tended to be associated mainly with densely populated areas such as city centers and more recently university and other campuses. There are some programs (mostly in Europe) for providing services in lower density and rural areas. Low-density areas are considered more difficult to serve with car sharing because of the lack of alternative modes of transportation and the potentially larger distance that users must travel to reach the cars.

How it works

The technology of CSOs varies enormously, from simple manual systems using key boxes and log books to increasingly complex computer-based systems with supporting software packages that handle a growing array of back office functions. The simplest CSOs have only one or two pick-up points, but more advanced systems have a decentralized network of parking locations ("pods") stationed in different areas and located for access by public transport.

While differing markedly in their objectives, size, business models, levels of ambition, technology and target markets, these programs do share many features. The more established operations usually require a check of past driving records and a monthly or annual fee in order to become a member. The vehicle is reserved in advance, usually over the Internet or telephone (and increasingly by mobile phones, including by SMS). Most companies charge an hourly fee for the time that the car is in use, plus a fee per mile/km driven. Some CSOs offer a discounted all-day rate for their cars. If a vehicle is not returned at the scheduled time, a high penalty is charged, since it may interfere with other drivers' reservations. Members are responsible for leaving the vehicles on time, in the agreed parking area, clean and in good condition for the next user.

The car sharing company is generally responsible for the long-term maintenance of the vehicles.

History

The first reference to carsharing in print identifies the Selbstfahrergenossenshaft carshare program in a housing cooperative that got underway in Zürich in 1948, but there was no known formal development of the concept in the next few years. By the 1960s as innovators, industrialists, cities, and public authorities studied the possibility of high-technology transportation—mainly computer-based small vehicle systems (almost all of them on separate guideways)—it was possible to spot some early precursors to present-day service ideas and control technologies.

The early 1970s saw the first whole-system carshare projects. The ProcoTip system in France lasted only about two years. A much more ambitious project called the Witkar was launched in Amsterdam by the founders of the 1968 white bicycles project. A sophisticated project based on small electric vehicles, electronic controls for reservations and return, and plans for a large number of stations covering the entire city, the project endured into the mid-1980s before finally being abandoned.

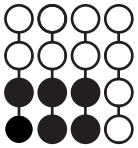
chaos - typically refers to unpredictability, and is the antithesis of cosmos. The word χ did not mean "disorder" in classical-period ancient Greece. It meant "the primal emptiness, space". Chaos is derived from the Proto-Indo-Euopean root ghn or ghen meaning "gape, be wide open": compare "chasm". Due to people misunderstanding early Christian uses of the word, the meaning of the word changed to "disorder". Chaos is the complexity of causality or the relationship between events. This means that any 'seemingly' insignificant event in the universe has the potential to trigger a chain reaction that will change the whole system. A well known saying in connection with this issue is "A butterfly

flapping its wings in one part of the world can cause a hurricane on the other side of the earth." This is also known as the "butterfly effect". Mathematically, chaos means an aperiodic deterministic behavior which is very sensitive to its initial conditions, i.e., infinitesimal perturbations of initial conditions for a chaotic dynamic system lead to large variations of the orbit in the phase space.

The 1980s and first half of the 1990s was a "coming of age" period for carsharing, with continued slow growth, mainly of smaller non-profit systems, many in Switzerland and Germany, but also on a smaller scale in Sweden, the Netherlands, Canada and the United States. The real watershed in the development of the sector came in the 1990s with such larger and more structured projects as StattAuto in Germany, the two precursors of Mobility CarSharing in Switzerland, Bilkollektivet in Norway and Greenwheels in the Netherlands. Follow up developments include CommunAuto, then Co-operative Auto Network and later AutoShare in Canada, Flexcar Portland now Zipcar in Portland, Oregon, Zipcar in Boston and WhizzGo in England Nationwide and CityCarClub in England and Scotland, Smartdrivers.com.au Australia's first low cost and low emission carsharing solution.

This 1990s wave of innovation continued into the present decade, with carshare developments advancing at different speeds in different countries, but with a generally accelerating pace when taken in sum. The state of the art in carsharing in 2006 is increasingly competitive, increasingly well financed, and increasingly high tech. Smaller and simpler systems continue to grow in number and in some cases to prosper, but the emerging competition is in mid- and large-size cities. Whether the future belongs to non-profits or profit-making firms is hotly debated, with head-to-head competition in a growing list of cities, not only in the United States, including San Francisco and Washington, DC, but also in London in the United Kingdom where 3 main operators go head to head as well as Hamburg, Germany. At the same time, discussions and competition are increasing in European cities, where the winning model is still far from decided.

charitable organization - the definition of charitable organization, and of charity, varies according to the country and in some instances the region of the country in which the charitable organization operates. The regulation, tax treatment, and the way in which charity law affects charitable organizations also varies. In the United States a chari-



C.A.S.T

C CONS FAC LOC OSP PLAT SHAR USER

C.A.S.T (Calling All Societal Truths) events are collaborative gatherings in which many of the participants take turns being facilitators of the group, or presenting. The facilitator often helps guide the group into deeper spaces, reflective spaces and creative spaces. The process includes combinations of group exercises in small and larger circles, methods of sharing passions and deeper truths, visioning and reality-creation activities, individual and social story scripting, music and movement, and open space for members of the group to become facilitators of mini-talks on things they feel passionate about and want to share with others.

The aims of CAST are to create a safe and fun container for the individuals / teams to understand and be understood by each other and to engage participants in myriad ways to use their minds, bodies, imagination, and creativity and to get to know each other at a deeper level.

CAST. gatherings aim at creating cohesion in a community and establishing a resonant collective consciousness field.

Each workshop has a different feel while fitting into the

table organization is an organization that is organized and operated for purposes that are beneficial to the public interest. [15] The requirements and procedures for forming charitable organizations vary from state to state. So also do the registration and filing requirements for charitable organisations that conduct charitable activities or solicit charitable contributions. [16] So effectively in practice the detailed definition of charitable organization is determined by the requirements of state law of the state in which the charitable organization operates, and the requirements for federal tax relief set by the IRS. The types of charitable organization that are considered by the IRS to be organized for the public benefit include those that are organized for:

1. Relief of the poor, the distressed, or the underprivileged,
2. Advancement of religion,
3. Advancement of education or science,
4. Erection or maintenance of public buildings, monuments, or works,
5. Lessening the burdens of government,
6. Lessening of

neighborhood tensions,

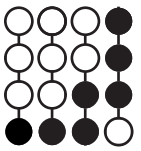
7. Elimination of prejudice and discrimination,

8. Defense of human and civil rights secured by law, and

9. Combating community deterioration and juvenile delinquency.

A number of other organizations, including those organized for religious, scientific, literary and educational purposes, as well as those for testing for public safety and for fostering national or international amateur sports competition, and for the prevention of cruelty to children or animals, may also qualify for exempt status.

larger theme that all CAST members are part of the theatre of life here to activate their deeper potential. There is a list of collaborative exercises/activities and activities facilitators can choose from to craft each CAST workshop - some of these include improv theatre, role play exercises, Who am I inquiry exercises, trust walks, share circles, open mic, experimental anthropology exercises, group meditations, somatic exercises, music jams, video discussions, local economy circles, shadow work, 'Anchoring the dream' exercises, and project groups.



Casual carpooling

SHAR LOC P2P USER

Casual carpooling, also called **slugging** is the practice of forming ad-hoc, informal carpools for purposes of commuting, essentially a variation of ride-share commuting and hitchhiking. While the practice is most common and most publicized in the congested Washington, D.C. area (where it is primarily used by commuters who live in Northern Virginia), slugging is also used in San Francisco, Pittsburgh, and other U.S. cities. Sluggers gather at local businesses and at government-run locations, albeit not always with official sanction.

Background

In order to relieve traffic volume during the morning and evening rush hours, high-occupancy vehicle (HOV) lanes were built in many major cities to encourage carpooling and greater use of public transport. This put at a disadvantage car drivers who were unable to switch travel modes, join formal ride-sharing schemes, or informally ride-share with acquaintances, friends, or family.

circle (social) - groups of socially interconnected people. A Social circle is dis-

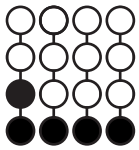
These circumstances led to the creation of "slugging", a

form of hitchhiking between strangers that is beneficial to both parties: drivers are able to use the HOV lane for a quicker trip, and passengers are able to travel for free (or cheaper than via other modes of travel). Ride sharing occurs ad-hoc, with no need for arrangements beforehand.

General practices

In practice, slugging involves the creation of free, unofficial ad-hoc carpool networks, often complete with published routes and pick-up and drop-off locations. During rush hour, sluggers either drive to park and ride-like facilities, free parking lots for carpoolers, or take public transport to bus stops and metro stations with lines of sluggers. Drivers pull up to the queue for the route they will follow and either display a sign or call out the designated drop-off point they are willing to drive to and how many passengers they can take. Enough riders step forward to fill the car and the driver departs.

tinguished from a social pyramid in that there are two perspectives that can be used to describe a social circle: the perspective of an individual who is the locus of a particular group of socially interconnected people; and the aggregate perspective of a group of socially interconnected people. Social circles tend to have unique sets of norms and values. When an individual does not comply with them, the individual may be ostracized, admonished, or even embarrassed by other members of the group. Hierarchical social structures with socially-defined positions provide an excellent example how norms and values are applied within social circles.



The Cathedral & the Bazaar

CO METH BO USER

This model may also be used for some non- software openly collaborative processes - AL

The Cathedral and the Bazaar (abbreviated CatB) is an essay by Eric S. Raymond on software engineering methods, based on his observations of the Linux kernel development process and his experiences managing an open source project, fetchmail. It was first presented by the author at the Linux Kongress on May 27, 1997 and was published as part of a book of the same name in 1999.

citizen science - a term used for projects or ongoing

Content

The essay contrasts two different free software development models:

- The *Cathedral* model, in which source code is available with each software release, but code developed between releases is restricted to an exclusive group of software developers. GNU Emacs and GCC are presented as examples.
- The *Bazaar* model, in which the code is developed over the Internet in view of the public. Raymond credits Linus Torvalds, leader of the Linux kernel project, as the inventor of this process. Raymond also provides anecdotal accounts of his own implementation of this model for the fetchmail project.

The essay's central thesis is Raymond's proposition that *"given enough eyeballs, all bugs are shallow"* (which he terms Linus's Law): the more widely available the source code is for public testing, scrutiny, and experimentation, the more rapidly all forms of bugs will be discovered. In contrast, Raymond claims that an inordinate amount of time and energy must be spent hunting for bugs in the Cathedral model, since the working version of the code is available only to a few developers.

Legacy

The essay helped convince most existing open source and free software projects to adopt Bazaar-style open development models, fully or partially — including GNU Emacs and GCC, the original Cathedral examples. Most famously, it also provided the final push for Netscape Communications Corporation to release the source code for Netscape Communicator and start the Mozilla project.

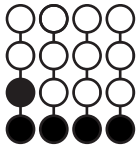
When O'Reilly Media published the book in 1999, it achieved another distinction by being the first complete and commercially distributed book published under the Open Publication License.

program of scientific work in which individual volunteers or networks of volunteers, many of whom may have no specific scientific training, perform or manage research-related tasks such as observation, measurement or computation.

The use of citizen-science networks often allows scientists to accomplish research objectives more feasibly than would otherwise be possible. In addition, these projects aim to promote public engagement with the research, as well as with science in general. Some programs provide materials specifically for use by primary or secondary school students. As such, citizen science is one approach to informal science education.

The longest-running citizen science project currently active is probably the Audubon Society's Christmas Bird Count, which started in 1900. Distributed computing ventures such as SETI@home may also be considered citizen science, even though the primary task of computation is performed by volun-

Chaordic



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Chaordic structures are a self-organizing bottom-up organizational model.

Its principles are (from the chaordic.org website):

1. Be open to membership by any individual or institution subscribing its purpose and principles.

2. Have the right to self-organize at any time, on any scale, in any form, for any activity consistent with the purpose and principles.

3. Conduct deliberations and make decisions by bodies and methods that reasonably represent all relevant and affected parties and are dominated by none.

4. Vest authority, perform functions, and use resources in the smallest or most local part that includes all relevant and affected parties.

5. Educe not compel behavior, to the maximum degree possible.

These principles allow for the creation of different size structures

. Communities - composed of individuals or institutions.

. Alliances - composed of one or more Communities together with other individuals or institutions. They may form when issues or opportunities involve more than a single Community, and those concerned want to work on them collectively in a sustained way

. Leagues - composed of one or more Alliances together

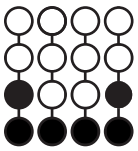
teers' computers. Bruce Lewenstein of Cornell University's Communication and S&TS departments points out two additional usages of the terms "citizen science" and "citizen scientist:"
(2) the engagement of nonscientists in true decision-making about policy issues that have technical or scientific components; and (3) the engagement of research scientists in the democratic and policy process.

clustering coefficient - is a vertex in a graph which quantifies how close the vertex and its neighbors are to being a clique. Duncan J. Watts and Steven Strogatz introduced the measure in 1998 to determine whether a graph is a small-world network.

with other Communities, individuals or institutions. Similarly, they will tend to form when there are issues or opportunities that involve more than a single Alliance.

co-location - In an organization, it refers to placing related roles or groups in a single room, building or campus.

Examples of chaordic structures : Northwest Atlantic Marine Alliance, United Religions Initiative, Transition Town Movement, Visa, Alcholics Anonymous, Gaia university



Circlecenter

C CONS LOC P2P PLAT SHAR USER

Circlecenter is a conscious community hub and vision incubator, located in downtown Fairfax, California. Circlecenter is dedicated to the discovery, development, and delivery of our true gifts and talents in service to other, providing facilities, equipment, events and many ways for people and projects to connect and grow. It weaves local support networks for sustainable community, as well as global networks assisting planetary transformation.

coauthoring - refers to projects where written works are created by multiple people together (collaboratively) rather than individually. Some projects are overseen by an editor or editorial team, but many grow without any of this top-down oversight.

It has gone through many incarnations. In its first incarnation it used what might be called an extreme yin structure. An empty store front was rented out by Matthew Edwards. People would approach him with different visions, and that was what the store would become for a while. In this kind of yin structure the vision is open for collaboration with those who come to the center.

Citizendium

AG OSP PLAT USER REMIX

Citizendium is an English-language wiki-based free encyclopedia project spearheaded by Larry Sanger, who co-founded Wikipedia in 2001. The project aims to improve on the Wikipedia model by providing a "reliable" encyclopedia. It hopes to achieve this by requiring all contributors to use their real names, by strictly moderating the project for unprofessional behavior, by providing what it calls "gentle expert oversight" of everyday contributors, and also through its "approved articles," which have undergone a form of peer-review by credentialed topic experts and are closed to real-time editing.

Citizendium was first envisioned in late 2006 as a complete "fork" of the English Wikipedia, but that idea was abandoned prior to its March 2007 public launch in favor of emphasizing its own original articles. As of June 2008, the project had over 7,000 articles and 67 approved articles.

Founder viewpoints

Larry Sanger, editor-in-chief of Citizendium.

Sanger said in an October 17, 2006, press release that the Citizendium "will soon attempt to unseat Wikipedia as the go-to destination for general information online". In August 2007 he captioned its pages "The world needs a more credible free encyclopedia." The project began its pilot phase in October and November 2006.

On January 18, 2007, a change of plans was announced. Sanger announced on the CZ mailing list that only articles marked "CZ Live", those which have been or will soon

coffice - the space provided by coffee shop or cafe owners where customers can perform work, often computer or internet related, that would be traditionally done in an office. It is a portamenteau of the words parts "co" "coffee" and "office". Though the term had perhaps been used casually in varied areas for some time due to noospheric phenomenon, it was officially coined in 2008 by internet coffee shop/coffice owner Elizabeth Soloff on the pacific island of Maui.

cognition - a concept

used in different ways by different disciplines, but is generally accepted to mean the process of thought. For example, in psychology and cognitive science it refers to an information processing view of an individual's psychological functions. Other interpretations of the meaning of cognition link it to the development of concepts; individual minds, groups, organizations, and even larger coalitions of entities, can be modelled as societies which cooperate to form concepts. The autonomous elements of each 'society' would have the opportunity to demonstrate emergent behavior in the face of some crisis or opportunity. Cognition can also be interpreted as "understanding and trying to make sense of the world".

be worked on by Citizendium contributors, would remain on the site, and all other articles forked from Wikipedia would be deleted. Not all Citizendium contributors were supportive of this change, but Sanger emphasized that this deletion was "an experiment" and a new set of Wikipedia articles could be uploaded if the experiment were deemed unsuccessful.

Nature of the project

Fork of Wikipedia

According to statements and essays on Citizendium.org, the project was initially intended to begin as a fork of Wikipedia, carrying a copy of each article — under the rules of the GNU Free Documentation License — as it existed on Wikipedia at the time of the Citizendium's launch. However, after initiating the idea of not forking, and then soliciting comments on the matter from Citizendium mailing list and web forum members, Sanger said that a complete fork at launch was not a "foregone conclusion." On January 18, 2007, Sanger announced that the pilot would, as an experiment, only carry articles that had been, or would soon be, worked on by Citizendium contributors, instead of a complete set of Wikipedia articles. He stated that the experiment "represents a reconception of our project's basic aim."

No announcement has yet been made on the Citizendium in languages other than English, but Sanger has stated in his essays that they may be forthcoming after the English language version is established and working successfully. In a review of Andrew Keen's book *The Cult of the Amateur*, Sanger comments ironically on Keen's favorable treatment of Citizendium: "The first example of a "solution" he offers is the Citizendium, or the Citizens' Compendium, which I like to describe briefly as Wikipedia with editors and real names. But how can Citizendium be a solution to the problems he raises, if it has experts working without pay, and the result is free? If it succeeds, won't it contribute to the decline of reference publishing?"

Project goal

The stated aim of the project is to create a "new compendium of knowledge" based on the contributions of "intellectuals," defined as "educated, thinking people who read about science or ideas regularly." The Citizendium hopes to foster an expert culture and a community that encourages subject specialists (presently named as "editors") to contribute, and "citizens" (to be called "authors") to "respect" the expert contributions (by what he referred to as a "gentle process of guidance").

An appeals process for disagreements between editors and authors, and between different editors, will be in place, according to a provisional "Citizendium Policy Outline" published by Sanger. Experts will be required to verify their qualifications openly, for transparency and publicly accepted authority. This contrasts with the open and largely anonymous nature of Wikipedia, where subject specialists have neither any verifiable special knowledge of their subject nor agreed special status. Sanger has stated that editors will *not* have pre-approval rights over edits by ordinary authors, though editors will have somewhat undefined authority over articles that fall within their specific area of expertise.

Criticism of Wikipedia

Many of Citizendium's proposed policies are attempts to correct perceived flaws in the original design and present public image of Wikipedia that have led to problems with Wikipedia's acceptance as a valid and trustworthy resource. Some academics maintain that Wikipedia is a valuable starting point for knowledge but (as agreed by Jimmy Wales) should not be used as a sole or primary source, and citing Wikipedia is not accepted in several schools and universities in formal papers. Some educational institutions have blocked Wikipedia in the past while others have limited its use to only a pointer to external sources.

Regarding Wikipedia's oft-cited problems, Sanger wrote that "this arguably dysfunctional community is extremely

coherence - In physics the term refers to waves having the same wavelength and phase. Coherence in linguistics is what makes a text semantically meaningful. Astoundingly, the following explanation of coherence theory in the cognitive sciences is actually coherent. In general, coherence theory sees truth as coherence with some specified set of sentences, propositions or beliefs. A pervasive tenet is the idea that truth is primarily a property of whole systems of propositions and can be ascribed to individual propositions only derivatively according to their coherence with the whole. Where theorists differ is mainly on the question of whether coherence entails many possible true systems of thought or only a single absolute system. In general, then, truth requires a proper fit of elements within the whole system. Very often, though, coherence is taken to imply something more than simple logical consistency. For example, the completeness and comprehensiveness of the underlying set of concepts is considered to be

critical factor in judging its utility and validity.

off-putting to … academics" and as such appears "committed to amateurism."

In November 2007, deciding the Citizendium licence, Sanger stated of Wikipedia that "We are not in business to put Wikipedia out of business. But we do hope to outdo them in value --that is, in quality, quantity (in the fullness of time), and in the maturity and responsibility of our community... On balance, I remain a fan of the project I engineered. I merely think we can do better--and so we should try."

Policies and structure

The Citizendium does not allow anonymous editing. People are asked to register under their real names with a working e-mail address, in order to participate.

collaborative law - originally a family law procedure in which the two parties agreed that they would not go to court, or threaten to do so.

Per the International Academy of Collaborative Professionals ("IACP") , more than 10,000 lawyers have been trained in collaborative law in the United States, with collaborative practitioners in at least 46 states. In a collaborative case, the parties strive to reach a fair settlement through a series of meetings, sometimes called joint sessions, between the two parties and their lawyers, and sometimes other neutral experts. The primary focus

Sanger has stated that Citizendium administrators, or sysops, will be called "constables," and will need a bachelor's degree to qualify. Sanger has also suggested a minimum "maturity" requirement — 25 years of age — for constables. The "head" constable will be the *Chief Constable* (Ruth Ifcher), and the head editor will be the *Managing Editor*.

Recent comments by Sanger envision an *Editor-in-Chief* (Sanger himself) who will be the "main individual in charge," and who will be part of and answerable to a *Board of Directors.* There will also be *Chief Subject Editors* selected for each discipline treated in the encyclopedia. Sanger states that final decisions about management structure will not be made "until more of the (future) primary stakeholders are on the scene." In a Citizendium blog entry of November 10, 2006, constable Sarah Tuttle announced the formation of an "executive committee" consisting of herself, Sanger and eleven others, which will work on issues of "long term governance" of the project.

Sanger has indicated that Citizendium articles will be subject to an "approval" process after they have achieved reasonable quality. A subject expert "editor" will select a version of the article to be identified as "approved."

However, further editing of the article would be allowed, at least to some extent. If those further edits were judged by the editor to be improvements, a newer version of the article would be chosen as the approved version. This approval process appears to be a response by Sanger to criticisms from some members of the Citizendium mailing list and web forum that the new project would not be sufficiently controlled by experts. There will be a dispute-resolution process for disagreements about which version should be selected as "approved."

In an October 26, 2006 post to the Citizendium web forum, then Managing Editor David Marshall indicated that the approved version of an article, if it exists, will be the default version displayed to a visitor to the site. If a contributor wishes to modify or add to the article, login will be necessary to work on the "dynamic wiki page" open to editing:

"All reader searches will auto-forward to the most recently approved version of the page (assuming that a version has been approved). Once at an approved page, the reader will be given the option to register/log in as an author and move to the dynamic wiki page in current use for development purposes."

The project will be carried out under the auspices of the Citizendium Foundation, although it is still phased under the Tides Center as an incubator project.

Content

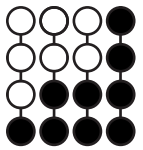
Citizendium original articles are available under the Creative Commons Attribution ShareAlike 3.0 Unported License (cc-by-sa). "Articles that originated in part from Wikipedia are available under the GNU Free Documentation License 1.2." Though the two licenses are currently incompatible, they are expected to become compatible in the future. The decision for a commercial-allowable license for its original articles comes on the heels of extended community debate, with about half of Citizendium contributors preferring a non-commercial license. The decision was announced on December 21,

of the four-way meetings or joint sessions is to identify the priorities, goals, needs and interests of the parties, and help them progress towards and create a settlement that is consistent with their priorities, goals, needs, and interests. The parties make their own decisions based on their own standards. Some have critiqued this aspect of collaborative law (and mediation), believing that court processes are better suited towards protecting rights than voluntary dispute resolution processes. However, most lawyers involved in the divorce process agree that the parties can often make better decisions about their children and their families than a judge.
There is a parallel between Collaborative Family Law and mediation, in that both are facilitative processes. However, In Collaborative Law the parties agree from the beginning of the dispute not to go to court.

2007, about a year after the launch of the pilot project, with Larry Sanger's long essay on the reasoning behind the decision.

As of June 2008, the project had over 7,000 articles and 67 approved articles.

collabulary - a tagging system considered as a possible solution to the shortcomings of folksonomies and controlled vocabulary. It can be conceptualized as a compromise between the two: a team of classification experts collaborates with content consumers to create rich, but more systematic content tagging systems. A collabulary arises much the way a folksonomy does, but it is developed in a spirit of collaboration with experts in the field. The result is a system that combines the benefits of folksonomies—low entry costs, a rich vocabulary that is broadly shared and comprehensible by the user base, and the capacity to respond quickly to language change—without the errors that inevitably arise in naive, unsupervised folksonomies.



Citizen Journalism

USER

Citizen journalism, also known as **public** or *participatory journalism*, is the act of citizens "playing an active role in the process of collecting, reporting, analyzing and disseminating news and information," according to the seminal report *We Media: How Audiences are Shaping the Future of News and Information,* by Shayne Bowman and Chris Willis. They say, "The intent of this participation is to provide independent, reliable, accurate, wide-ranging and relevant information that a democracy requires." Citizen journalism should not be confused with civic journalism, which is practiced by professional journalists. Citizen journalism is a specific form of citizen media as well as user generated content.

In a 2003 *Online Journalism Review article*, J. D. Lasica classifies media for citizen journalism into the following types: 1) Audience participation (such as user comments attached to news stories, personal blogs, photos or video footage captured from personal mobile cameras, or local news written by residents of a community), 2) Independent news and information Websites (Consumer Reports, the Drudge Report), 3) Full-fledged participatory news sites (OhmyNews), 4) Collaborative and contributory media sites (Slashdot, Kuro5hin), (Newsvine), (HumanTimes), 5) Other kinds of "thin media." (mailing lists, email newsletters), and 6) Personal broadcasting sites (video

broadcast sites such as (KenRadio).

Dan Gillmor, former technology columnist with the San Jose Mercury News, is one of the foremost proponents of citizen journalism, and founded a nonprofit, the Center for Citizen Media, to help promote it. The Canadian Broadcasting Corporation's French-language television network has also organized a weekly public affairs program called, "5 sur 5", which has been organizing and promoting citizen-based journalism since 2001. On the program, viewers submit questions on a wide variety of topics, and they, accompanied by staff journalists, get to interview experts to obtain answers to their questions.

collage - a work of formal art, primarily in the visual arts, made from an assemblage of different forms, thus creating a new whole. Use of this technique made its dramatic appearance among oil paintings in the early 20th century as an art form of groundbreaking novelty.
An artistic collage work may include newspaper clippings, ribbons, bits of colored or hand-made papers, portions of other artwork, photographs, and such, glued to a piece of paper or canvas.

History

The citizen journalism movement emerged after journalists themselves began to question the predictability of their coverage of such events as the 1988 U.S. presidential election. Those journalists became part of the public, or civic, journalism movement, a countermeasure against the eroding trust in the news media and widespread public disillusionment with politics and civic affairs. Jay Rosen, a journalism professor at New York University, was one of public journalism's earliest proponents. From 1993 to 1997, he directed the Project on Public Life and the Press, funded by the Knight Foundation and housed at NYU. He also currently runs the PressThink weblog.

Initially, discussions of public journalism focused on promoting journalism that was "for the people" by changing the way professional reporters did their work. A study done for the Pew Center and the Associated Press Managing Editors found that "45 percent of all editors surveyed say that their newsrooms use the tools and techniques of civic journalism. Sixty-six percent say they either embrace the label or like the philosophy and tools, suggesting that there are even more practitioners." According to Leonard Witt, however, early public journalism efforts were, "often part of 'special projects' that were expensive, time-consuming and episodic. Too often these projects dealt with an issue and moved on. Professional journalists were driving the

collective - a group of people who share or

discussion. They would say, "Let's do a story on welfare-to-work (or the environment, or traffic problems, or the economy)," and then they would recruit a cross-section of citizens and chronicle their points of view. Since not all reporters and editors bought into this form of public journalism, and some outright opposed it, reaching out to the people from the newsroom was never an easy task." By 2003, in fact, the movement seemed to be petering out, with the Pew Center for Civic Journalism closing its doors.

Public participation - such as telephone calls into the running broadcasting - might also be seen as an (old-fashioned) part of it.

However, just a few years prior, new internet technologies gave birth to a new form of this movement.

Birth of Blogs and the Indymedia Movement

In 1999, activists in Seattle created a response to the WTO meeting being held there. These activists understood the only way they could get into the corporate media was by blocking the streets. And then, the scant 60 seconds of coverage would show them being carted off by the police, but without any context to explain why they were protesting. They knew they had to create an alternative media model. Since then, the Indymedia movement has experienced exponential growth, and IMCs have been created in over 200 cities all over the world.

Simultaneously, journalism that was "by the people" began to flourish, enabled in part by emerging internet and networking technologies, such as weblogs, chat rooms, message boards, wikis and mobile computing. A relatively new development is the use of convergent polls, allowing editorials and opinions to be submitted and voted on. Overtime, the poll converges on the most broadly accepted editorials and opinions. In South Korea, OhmyNews became popular and commercially successful with the motto, "Every Citizen is a Reporter." Founded by Oh Yeon-ho on February 22, 2000, it has a staff of some 40-plus traditional reporters and editors who write about 20% of its content, with the rest coming from other

are motivated by at least one common issue or interest, or work together on a specific project(s) to achieve a common objective. Collectives are also characterised by attempts to share and exercise political and social power and to make decisions on a consensus-driven and egalitarian basis. Collectives differ from cooperatives in that they are not necessarily focused upon an economic benefit or saving (but can be that as well). Collective consciousness is a term created by French social theorist Émile Durkheim that describes how an entire community comes together to share similar values.

collective action - the pursuit of a goal or set of goals by more than one person. It is a term which has formulations and theories in many areas of the social sciences. As an ex-

freelance contributors who are mostly ordinary citizens. OhmyNews has been credited with transforming South Korea's conservative political environment.

In 2001, ThemeParkInsider.com became the first online publication to win a major journalism award for a feature that was reported and written entirely by readers, earning an Online Journalism Award from the Online News Association and Columbia Graduate School of Journalism for its "Accident Watch" section, where readers tracked injury accidents at theme parks and shared accident prevention tips.

In 2004, a citizen journalism website called AssociatedContent.com was launched. The "People's Media Company", as they claim to be, was the first company to offer monetary compensation for their users that publish quality content in the form of articles, videos and audio clips. A few years later, WorldVoiceNews.com was launched, claiming the tagline "Honest and Unfiltered," and paying editors and reporters a per-story fee based on the number of stories they submit and the revenue for the company each month.

During the 2004 U.S. presidential election, both the Democratic and Republican parties issued press credentials to citizen bloggers covering the convention, marking a new level of influence and credibility for nontraditional journalists. Some bloggers also began watchdogging the work of conventional journalists, monitoring their work for biases and inaccuracy.

A recent trend in citizen journalism has been the emergence of what blogger Jeff Jarvis terms hyperlocal journalism, as online news sites invite contributions from local residents of their subscription areas, who often report on topics that conventional newspapers tend to ignore. "We are the traditional journalism model turned upside down," explains Mary Lou Fulton, the publisher of the Northwest Voice in Bakersfield, California. "Instead of being the gatekeeper, telling people that what's important to them 'isn't news,' we're just opening up the gates and letting

planation of social movements, an inquiry into collective action involves examining the resources available to a contentious group (money, time, interests, ideas, organizational structure) and the environment in which they function (ie. repressive versus open regime). The economic theory of collective action is concerned with the provision of public goods (and other collective consumption) through the collaboration of two or more individuals, and the impact of externalities on group behavior. It is more commonly referred to as Public Choice. The foundational work in collective action in the economic sense was Ronald Coase's, "The Nature of the Firm" (1937), which introduced the concept of transaction costs to explain the size of firms, and "The Problem of Social Cost" (1960) Moreover Mancur Olson's 1965 book The Logic of Collective Action: Public Goods and the Theory of Groups is also of importance.

people come on in. We are a better community newspaper for having thousands of readers who serve as the eyes and ears for the Voice, rather than having everything filtered through the views of a small group of reporters and editors."

collective behavior - refers to social processes and events which do not reflect existing social structure (laws, conventions, and institutions), but which emerge in a "spontaneous" way. Collective behavior might also be defined as action which is neither conforming (in which actors follow prevailing norms) nor deviant (in which actors violate those norms). Collective behavior, a third form of action, takes place when norms are absent or unclear, or when they contradict each other. Scholars have devoted far less attention to collective behavior than they have to either conformity or deviance.

What is citizen journalism?

There is no easy answer to this question and depending on whom you ask you are likely to get very different answers. Some have called it networked journalism, open source journalism, and citizen media. Communication has changed greatly with the advent of the Internet. The Internet has enabled citizens to contribute to journalism, without professional training. Mark Glasser, a longtime freelance journalist who frequently writes on new media issues, gets to the heart of it:

The idea behind citizen journalism is that people without professional journalism training can use the tools of modern technology and the global distribution of the Internet to create, augment or fact-check media on their own or in collaboration with others. For example, you might write about a city council meeting on your blog or in an online forum. Or you could fact-check a newspaper article from the mainstream media and point out factual errors or bias on your blog. Or you might snap a digital photo of a newsworthy event happening in your town and post it online. Or you might videotape a similar event and post it on a site such as YouTube.

collective intelligence - a shared or group intelligence that emerges from the collaboration and competition of many individuals. Collective intelligence appears in a wide variety of forms of consensus decision making in bacteria, animals, humans, and

This might seem radical to some, but the idea that average citizens can engage in the act of journalism has a long history in the United States. Professor Mary-Rose Papandrea, a constitutional law professor at Boston College, notes in her article, *Citizen Journalism and the Reporter's Privilege,* that:

In many ways, the definition of journalist has now come full circle. When the First Amendment was adopted, "freedom of the press" referred quite literally to the freedom to publish using a printing press, rather than the freedom of organized entities engaged in the publishing

business. The printers of 1775 did not exclusively publish newspapers; instead, in order to survive financially they dedicated most of their efforts printing materials for paying clients. The newspapers and pamphlets of the American Revolutionary era were predominantly partisan and became even more so through the turn of the century. They engaged in little newsgathering and instead were predominantly vehicles for opinion.

The passage of the term "journalism" into common usage in the 1830s occurred at roughly the same time that newspapers, using highspeed rotary steam presses, began mass circulation throughout the eastern United States. Using the printing press, newspapers could distribute exact copies to large numbers of readers at a low incremental cost. In addition, the rapidly increasing demand for advertising for brand- name products fueled the creation of publications subsidized in large part by advertising revenue. It was not until the late nineteenth century that the concept of the "press" morphed into a description of individuals and companies engaged in an often competitive commercial media enterprise.

What has changed, however, is that with today's technology, the average person can capture news and distribute it globally. As Yochai Benkler has noted, "the capacity to make meaning – to encode and decode humanly meaningful statements – and the capacity to communicate one's meaning around the world, are held by, or readily available to, at least many hundreds of millions of users around the globe." Now free or inexpensive software for cellphones is making it easier for just about anyone to report on everything -- from matters of global importance to local events. Gadget manufacturers are aware of the trend, and many are bundling software designed to facilitate posting online.

Who does citizen journalism?

According to Jay Rosen, citizen journalists "the people formerly known as the audience," who "*were* on the receiving end of a media system that ran one way, in a broadcasting

computer networks. The study of collective intelligence may properly be considered a subfield of sociology, of business, of computer science, of mass communications and of mass behavior—a field that studies collective behavior from the level of quarks to the level of bacterial, plant, animal, and human societies.

Collective intelligence (CI) can also be defined as a form of networking enabled by the rise of communications technology, namely the Internet. Web 2.0 has enabled interactivity and thus, users are able to generate their own content. Collective Intelligence draws on this to enhance the social pool of existing knowledge. Henry Jenkins, a key theorist of new media and media convergence draws on the theory that collective intelligence can be attributed to media convergence and participatory culture. Collective intelligence is not merely a quantitative contribution of information from all cultures, it is also qualitative.

One CI pioneer, George Pór, defined the collective intelligence phenomenon as "the capacity of human communities to evolve towards higher order

complexity and harmony, through such innovation mechanisms as differentiation and integration, competition and collaboration."

pattern, with high entry fees and a few firms competing to speak very loudly while the rest of the population listened in isolation from one another— and who *today* are not in a situation like that *at all*. ... The people formerly known as the audience are simply the public made realer, less fictional, more able, less predictable."

"Doing citizen journalism right means crafting a crew of correspondents who are typically excluded from or misrepresented by local television news: low-income women, minorities and youth -- the very demographic and lifestyle groups who have little access to the media and that advertisers don't want," says Robert Huesca, an associate professor of communication at Trinity University in San Antonio, Texas.

Public Journalism is now being explored via new media such as the use of mobile phones. Mobile phones have the potential to transform reporting and places the power of reporting in the hands of the public. Mobile telephony provides low-cost options for people to set up news operations. One small organization providing mobile news and exploring public journalism is Jasmine News in Sri Lanka.

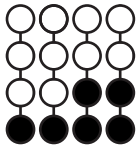
collective unconscious - a term of analytical psychology originally coined by Carl Jung. While Freud did not distinguish between an "individual psychology" and a "collective psychology", Jung distinguished the collective unconscious from the personal unconscious particular to each human being. The collective unconscious is also known as "a reservoir of the experiences of our species."

In 2004, when the 9.1-magnitude underwater earthquake caused a huge tsunami in Banda Aceh Indonesia, a footage of a person who experienced the tsunami was broadcast in almost all TV channel. It was a mark of citizen journalism type news in the country. In 2008 the first fully citizen jurnalism news site by the name of SwaBerita.com (*swa* means self, and *berita* means news) was established.

In 2005, the *Rocky Mountain News* in Denver, Colo., created a hyperlocal citizen journalism Web site called YourHub.com that allows any registered user to post news articles and photos that are published online and in community-centered weekly newspaper sections that are delivered with the *News* and the *Denver Post*. An editorial staff monitors and edits the Web sites and contributes some professional content, but the majority of content is created by citizens. In 2006, the YourHub.com branding was franchised and

sold to several markets around the country.

The Pulitzer Center on Crisis Reporting has embraced citizen journalism through an essay contest on the citizen journalism website Helium.com as a way to bridge the gap between professional journalists and citizen voices. The Helium writers are asked to write on the world's so-called underreported issues.



City Repair Project

LOC USER REMIX SHAR

The **City Repair Project** is a 501 (c)(3) non profit organization based in Portland, Oregon. Its focus is education and activism for community building. The organizational motto is "The City Repair Project is group of citizen activists creating public gathering places and helping others to creatively transform the places where they live."

Structure

City Repair is an organization primarily run by volunteers. A Board of Directors oversees the project's long term vision and a Council maintains its daily operations. Both the Board of Directors and Council meet monthly. City Repair's work focuses on localization and placemaking. The City Repair Project maintains an office in Portland.

History

The City Repair Project was founded in 1996 by a small group of neighbors interested in sustainability and neighborhood activism. The first City Repair action was an intersection repair at Share-It Square at SE 9th Ave and SE Sherrett Street. An intersection repair is a place

command-and-control - In politics, command and control refers more generally to the maintenance of authority with somewhat more distributed decision making. Some management science theorists even hold that the idea is now obsolete. For instance, Dee Hock says that "Purpose and principle, clearly understood and articulated, and commonly shared, are the genetic code of any healthy organization. To the degree that you hold purpose and principles in common among you, you can dispense with command and control. People will know how to behave in accordance with them, and they'll do it in thousands of unimaginable, creative ways. The organization will become a vital, living set of beliefs." Gerard Endenburg's sociocracy isn't linear, but designed with all participants being equivalent in power and with feedback

loops. After being used for decades in hundreds of organizations it has proven to be a successful alternative to "command and control."

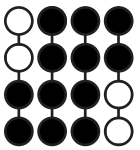
where two streets crossed that is painted by the members of that neighborhood. The street is closed down during the painting. The first intersection repair that happened was at Share-it Square. Other intersection repairs include Sunnyside Piazza.

Annual Events

City Repair hosts two events annually, Portland's Earth Day celebration and the Village Building Convergence.

Past projects include the T-Horse, a small pick-up truck converted into a mobile tea house. The T-Horse was driven to neighborhood sites and events around Portland and served free chai and pie.

The organization has inspired groups around the United States to start their own City Repair Projects. Unaffiliated City Repairs exist in California, Washington, Minnesota and other places.



Cohousing

C DEC LOC SHAR

A **cohousing** community is a kind of intentional community composed of private homes with full kitchens, supplemented by extensive common facilities. A cohousing community is planned, owned and managed by the residents, groups of people who want more interaction with their neighbours. Common facilities vary but usually include a large kitchen and dining room where residents can take turns cooking for the community. Other facilities may include a laundry, pool, child care facilities, offices, internet access, game room, TV room, tool room or a gym. Through spatial design and shared social and management activities, cohousing facilitates intergenerational interaction among neighbours, for the

commodity - anything for which there is demand, but which is supplied without qualitative differentiation across a market. In other words, copper is copper. Rice is rice. Stereos, on the other hand, have many levels of quality. And, the better a stereo is, the more it will cost. The price of copper is universal, and fluctuates daily based on global supply and demand..
One of the characteristics of a commodity good is that its price is determined as a function of its market as a whole.

social and practical benefits. There are also economic and environmental benefits to sharing resources, space and items.

Origins of cohousing

The modern theory of cohousing originated in Denmark in the 1960s among groups of families who were dissatisfied with existing housing and communities that they felt did not meet their needs. Bodil Graae published "Children Should Have One Hundred Parents," spurring a group of 50 families to organize around a community project in 1967. This group developed th e cohousing project Sættedammen, which is the oldest known cohousing community in the world. Another key organizer was Jan Gudmand Høyer who drew inspiration from his architectural studies at Harvard and interaction with experimental U.S. communities of the era. He published "The Missing Link between Utopia and the Dated One-Family House" paper in 1968, converging a second group.

The Danish term *bofællesskab* (living community) was introduced to North America as *cohousing* by two American architects, Kathryn McCamant and Charles Durrett, who visited several cohousing communities and wrote a book about it, *Cohousing: A Contemporary Approach to Housing Ourselves.* The book resonated with some existing and forming communities, such as Sharingwood in Washington state and N Street in California, who embraced the cohousing concept as a crystallization of what they were already about. The first community in the United States to be designed, constructed and occupied specifically for cohousing is *Muir Commons* in Davis, California.

Growth of cohousing

Hundreds of cohousing communities exist in Denmark and other countries in northern Europe. There are more than 113 operating communities in the United States with more than 100 others in the planning phases. In Canada, there are 7 completed communities, and approximately

common good - a term that can refer to several different concepts. In the popular meaning, the common good describes a specific "good" that is shared and beneficial for all (or most) members of a given community. This is also how the common good is broadly defined in philosophy, ethics, and political science.
However there is no strict definition of the common good for each situation. The good that is common between person A and person B may not be the same as between person A and person C. Thus the common good can often change, although there are some things such as the basic requirements for staying alive: food, water and shelter - that are always good for all people.
The common good is often regarded as a utilitarian ideal, thus repre-

senting "the greatest possible good for the greatest possible number of individuals". In the best case scenario, the "greatest possible number of individuals" would mean all sentient beings. This definition of the common good presents it as a quality which is convertible, or reducible, to the sum total of all the private interests of the individual members of a society and interchangeable with them.
Another definition of the common good, as the quintessential goal of the State, requires an admission of the individual's basic right in society, which is, namely, the right of everyone to the opportunity to freely shape his life by responsible action, in pursuit of virtue and in accordance with the moral law. The common good, then, is the sum total of the conditions of social life which enable people the more easily and straightforwardly to do so. The object of State sovereignty is the free choice of means for creating these conditions. Some assert that promoting the common good is the goal of democracy (in the sphere of politics) and socialism (in the sphere of economics).

15 in the planning/construction process. There are also communities in Australia, the UK and other parts of the world.

Design

Because each cohousing community is planned in its context, a key feature of this model is its flexibility to the needs and values of its residents and the characteristics of the site. Cohousing can be urban, suburban or rural. The physical form is typically compact but varies from low-rise apartments to townhouses to clustered detached houses. They tend to keep cars to the periphery which promotes walking through the community and interacting with neighbors as well as increasing safety for children at play within the community. Shared green space is another characteristic, whether for gardening, play, or places to gather. When more land is available than is needed for the physical structures, the structures are usually clustered closely together, leaving as much of the land as possible "open" for shared use. This aspect of cohousing directly addresses the growing problem of suburban sprawl.

In addition to "from-scratch" new-built communities (including those physically retrofitting/re-using existing structures), there are also "retrofit" (aka "organic") communities in which neighbors create "intentional neighborhoods" by buying adjacent properties and removing fences. Often, they create common amenities such as Common Houses after the fact, while living there. N Street Cohousing in Davis, CA, is the canonical example of this type; it came together before the term Cohousing was popularized here.

Cohousing differs from some types of intentional communities in that the residents do not have a shared economy or a common set of beliefs or religion, but instead invest in social capital. A non-hierarchical structure employing a consensus decision-making model is common in managing cohousing. Individuals do take on leadership roles, such as being responsible for coordinating a garden

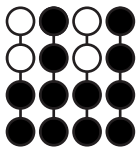
or facilitating a meeting.

Ownership form

Cohousing communities in the U.S. typically rely on one of three existing legal forms of real estate ownership: individually titled houses with common areas owned by a homeowner association, condominiums or a housing co-operative. Condo ownership is most common because it fits financial institutions' and cities' models for multi-unit owner-occupied housing development. U.S. Banks lend more readily on single-family homes and condominiums than housing cooperatives.

Cohousing differs from standard condominium development and master-planned subdivisions because the development is designed by, or with considerable input from, its future residents. The design process invariably emphasizes consciously fostering social relationships among its residents. Common facilities are based on the actual needs of the residents, rather than on what the developer thinks will help sell units. Turnover in cohousing developments is typically very low, and there is usually a waiting list for units to become available.

common ownership - Common ownership is a principle according to which the assets of an enterprise or other organization are held indivisibly rather than in the names of the individual members or by the government. Thus, rather than being "owners" of the enterprise, its members are held to be trustees of it and its assets for future generations. Common ownership is a way of "neutralising" capital, and vesting control of an enterprise by virtue of participation in it, rather than by the injection of capital. Its purpose, by preventing control being obtained through the purchase of a company's share capital, is to ensure that the founders' aims are pursued in perpetuity. This is particularly desirable to



Collaborative blog

C PLAT AG

A collaborative blog is a type of weblog which publishes posts written by multiple users. The majority of high profile collaborative blogs are based around a single uniting theme, such as politics or technology.

In recent years, the blogosphere has seen the emergence and growing popularity of more collaborative efforts, often set up by already established bloggers wishing to pool time

the founders of a workers' co-operative, who, inspired by solidarity and the desire to create fulfilling employment, will typically build the business up through hard and low-paid work.

In practice
Common ownership is practised by large numbers of voluntary associations and non-profit organizations, by all charities, as well as implicitly by all public bodies. Most co-operatives have some element of common ownership, but some part of their capital may be individually owned.

History of the movement
The principle was adopted by the "new wave" workers' co-operative movement during the 1970s, and continues to this day although it is less common. In 1976 the British parliament passed the Industrial Common Ownership Act ("ICO Act"), which gave £100,000 of seed funding to the Industrial Common Ownership Movement (ICOM) and £50,000 to the Scottish Co-operative Development Committee (SCDC). ICOM was fuelled by three strands of thought – Christian socialism, workers' control and "rice and sandals"

and resources to both reduce the pressure of maintaining a popular website and to attract a larger readership.

Types

While every collaborative blog is unique they can usually be placed in one of two broad categories:

Invite only

An Invite Only collaborative blog is one in which a founder blogger personally selects a small group of co-bloggers, inviting them to contribute to his or her blog. The Invite Only blog typically focues on a single common interest subject - i.e. politics, legal issues or, occasionally, comedy.

For instance, in July 2003 Chris Bertram established Crooked Timber , a collaborative Invite Only blog frequented by such established bloggers and academics as Kieran Healy, Ted Barlow and Henry Farrell, beginning with the introductory post:

Crooked Timber is a cabal of philosophers, politicians manque, would-be journalists, sociologues, financial gurus, dilletantes [sic] and flaneurs who have assembled to bring you the benefit of their practical and theoretical wisdom on matters historical, literary, political, philosophical, economic, sociological, cultural, sporting, artistic, cinematic, musical, operatic, comedic, tragic, poetic, televisual etc. etc., all from perspectives somewhere between Guy Debord, Henry George and Dr Stephen Maturin. We hope you'll enjoy the show.

Open invite

Conversely, Open Invite collaborative blogs allow any user to register for a blogging account, providing instant access. Perhaps the most famous of these blogs is DailyKos, a left-leaning collaborative blog founded in 2002 by Markos Moulitsas . DailyKos allows bloggers the opportunity to post their opinions on the site without pre-approval of the content.

Open Invite collaborative blogs succeed on the basis that

the community acts to weed out trolls, spammers and other troublemakers. Much like online forums, the accessible nature of the Open Invite collaborative site is protected by dedicated moderators and fellow bloggers who will act quickly to quell any signs of spamming .

Advantages

For bloggers

In recent years the blogosphere has seen the emergence of many new Invite Only collaborative blogs, each accepting contributions from a group of established bloggers. While it may be unfair to ascribe this trend to any particular cause it is often the case that the pressures of maintaining a popular individual blog for an extended period of time can become too great, leading the successful blogger to naturally tend towards a lower pressure collaborative effort.

On well-known example of this phenomenon can be found at Protein Wisdom, a popular blog written by surreal conservative Jeff Goldstein. A much publicised incident in which Goldstein was harassed by University of Arizona adjunct lecturer Deborah Frisch - combined with various other real-life obligations - led Goldstein to retool Protein Wisdom as a collaborative site frequented by a number of guest posters while Goldstein partially withdrew . Today Goldstein blogs both at Protein Wisdom and the high profile collaborative blog Pajamas Media.

Collaborative blogs (especially of the Open Invite variety) allow those without their own personal site (or those with poorly-trafficked sites) the opportunity to present their opinions to a much larger audience than they would typically have access.

For readers

A primary advantage for the readers of collaborative blogs is the simple fact that a collaborative effort usually make for a more regularly updated site. It is not unusual to find

alternativism – and successfully promoted the creation of over 2,000 worker's co-operatives, before merging in 2001 with the Co-operative Union to form Co-operatives UK, thus reuniting the worker co-operative and consumer co-operative sectors.

In parallel the growth of some 60 local co-operative development agencies (CDAs) supported by local authorities gave on-the spot start-up help to groups wanting to start a co-operative. Sometimes the local retail co-operative societies were also active. By combining personal, community and business development this movement brought many disadvantaged people the opportunity to go into business for themselves. Combining the agendas of economic democracy, equal opportunities and social inclusion in this way has many good points, but has led to the establishment of many rather weak businesses, reflecting a "lifestyle" rather than seeking profits and growth.

Nowadays, as signalled by the British Labour Party's abandonment

of "clause 4" of its constitution, which called for common ownership and was printed on party membership cards, ideology has given way to pragmatism, and the social enterprise movement focuses on outcomes rather than structures.

collaborative weblogs publishing new material 24 hours a day, allowing readers the opportunity to read new material on an almost constant basis.

Disadvantages

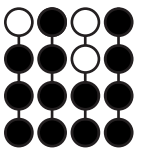
While Open Invite collaborative blogs encourage vibrant discussion on such subjects as politics and current affairs they unfortunately tend to attract bloggers who are more interested in promoting personal websites and baiting readers with controversial viewpoints. The task of policing a large collaborative weblog can be enormous, requiring the dedication of community-minded moderators to remove/modify material that conflicts with the terms of service and general ethos of the site.

In Invite Only collaborative blogs the problems can become much more serious, if easier to police. While most Invite Only collaborative blogs consist of a small number of like-minded bloggers it is often the case that individuals within the group differ in opinion on divisive issues (i.e. abortion or the War on Terror). While in-fighting on these blogs can make for interesting reading it can sometimes become a problem.

Popularity

In recent years the popularity of collaborative blogs has soared. In fact, at time of writing seven of the top ten weblogs listed in N.Z. Bear's Blog Ecosystem (a popular league table of blogs based on the number of incoming links) employ collaboration of some sort .

commune - an intentional community of people living together, sharing common interests, property, possessions, resources, work and income. In addition to the communal economy, consensus decision-making, non-hierarchical structures and ecological living have



Collaborative filtering

CO AG

Collaborative filtering (CF) is the process of filtering for information or patterns using techniques involving collaboration among multiple agents, viewpoints, data sources, etc. Applications of collaborative filtering typically involve very large data sets. Collaborative filtering methods have been applied to many different kinds of data including sensing and monitoring data - such as in mineral exploration, environmental sensing over large areas or multiple sensors; financial data - such as financial service institutions that integrate many financial sources; or in electronic commerce and web 2.0 applications where the focus is on user data, etc. The remainder of this discussion focuses on collaborative filtering for user data, although some of the methods and approaches may apply to the other major applications as well.

The method of making automatic predictions (filtering) about the interests of a user works by collecting taste information from many users (collaborating). The underlying assumption of CF approach is that those who agreed in the past tend to agree again in the future. For example, a collaborative filtering or recommendation system for music tastes could make predictions about which music a user should like given a partial list of that user's tastes (likes or dislikes). Note that these predictions are specific to the user, but use information gleaned from many users. This differs from the more simple approach of giving an average (non-specific) score for each item of interest, for example based on its number of votes.

Methodology

Collaborative filtering systems usually take two steps:

- Look for users who share the same rating patterns with the active user (the user whom the prediction is for).
- Use the ratings from those like-minded users found in step 1 to calculate a prediction for the active user

become important core principles for many communes.
The planned communities which began in the 1960s and later have changed considerably. Today most people are seeking to create a new type of community where the housing is more affordable and the people who are members are already known to you.

communication - the process of attempting to impart information from a sender to a receiver with the use of a medium. Communication requires that all parties have an area of communicative commonality. There are auditory means, such as speaking, singing and sometimes tone of voice, and nonverbal, physical means, such as body language, sign language, paralanguage, touch, eye contact, or the use of writing. Communication

is defined as a process by which we assign and convey meaning in an attempt to create shared understanding.

Alternatively, item-based collaborative filtering popularized by Amazon.com (users who bought x also bought y) and first proposed in the context of rating-based collaborative filtering by Vucetic and Obradovic in 2000, proceeds in an item-centric manner:

- Build an item-item matrix determining relationships between pairs of items
- Using the matrix, and the data on the current user, infer his taste

See, for example, the Slope One item-based collaborative filtering family.

Another form of collaborative filtering can be based on implicit observations of normal user behavior (as opposed to the artificial behavior imposed by a rating task). In these systems you observe what a user has done together with what all users have done (what music they have listened to, what items they have bought) and use that data to predict the users behavior in the future or to predict how a user might like to behave if only they were given a chance. These predictions then have to be filtered through business logic to determine how these predictions might affect what a business system ought to do. It is, for instance, not useful to offer to sell somebody some music if they already have demonstrated that they own that music.

community - a community is a group of interacting organisms sharing an environment. In human communities, intent, belief, resources, preferences, needs, risks, and a number of other conditions may be present and common, affecting the identity of the participants and their degree of cohesiveness. In sociology, the concept of community has caused infinite debate, and sociologists are yet to reach agreement on a definition of the term. Indeed, one can find 94 discrete definitions of the term even as early as mid-1950s. Traditionally a "community" has been defined as a group of interacting

In the age of information explosion such techniques can prove very useful as the number of items in only one category (such as music, movies, books, news, web pages) have become so large that a single person cannot possibly view them all in order to select relevant ones. Relying on a scoring or rating system which is averaged across all users ignores specific demands of a user, and is particularly poor in tasks where there is large variation in interest, for example in the recommendation of music. Obviously, other methods to combat information explosion exist such as web search, data clustering, and more.

Types

people living in a common location.

Active filtering

Active filtering is a method that in recent years has become increasingly popular. This popularity increase is because there is an ever growing base of information available to users of the World Wide Web. With an exponentially growing amount of information being added to the Internet, finding efficient and valuable information is becoming more difficult. In recent years a basic search for information using the World Wide Web turns out thousands of results and a high percentage of this information is not effective and — more often than not — irrelevant as well. There are a large number of databases and search engines in the market today to use for searches but a majority of the population is not familiar with all the options available. This is where active filtering comes into effect.

Active filtering differs from other methods of collaborative filtering because it uses a peer-to-peer approach. This means that it is a system where peers, coworkers, and people with similar interests rate products, reports, and other material objects, also sharing this information over the web for other people to see. It is a system based on the fact that people want to share consumer information with the other peers. The users of active filtering use lists of commonly used links to send the information over the web where others can view it and use the ratings of the products to make their own decisions.

Active collaborative filtering can be useful to many people in many situations. This type of filtering can be extremely important and effective in a situation where a non-guided web search produces thousands of results that are not useful or effective for the person locating the information. In cases where people are not comfortable or knowledgeable about the array of databases that are available to them, active filtering is very useful and effective.

community building - a field of practices directed toward the creation or enhancement of community between individuals within a regional area (such as a neighbourhood) or with a common interest. It is sometimes encompassed under the field of community development.
A wide variety of practices can be utilized for community building, ranging from simple events like potlucks and small book clubs, to larger–scale efforts such as mass festivals and building construction projects that involve local participants rather than outside contractors.
Activists engaged in community building efforts

Advantages

There are many advantages to using or viewing an Active

collaborative filtering. One of these advantages is an actual rating given to something of interest by a person who has viewed the topic or product of interest. This produces a reasonable explanation and rank from a reliable source, being the person who has come into contact with the product. Another advantage of Active filtering is the fact that the people want to and ultimately do provide information regarding the matter at hand.

in industrialized nations see the apparent loss of community in these societies as a key cause of social disintegration and the emergence of many harmful behaviors. They may see building community as a means to increase social justice, individual well-being and reduce negative impacts of otherwise disconnected individuals.

Disadvantages

There are a few disadvantages of active filtering. One is that the opinion may be biased. Also, as providing feedback requires action by the user, less data may be available than with a passive approach, and user expectations may not be met.

One of the main characteristics in Collaborative Filtering, compared to e.g. Content-Based Filtering, is that the method knows nothing about the items' true content or what they are about. This means that they only rely on preference values, such as ratings to generate the recommendations. This means that performance of penetration of each item is highly dependent on other users' ratings and might introduce averaging effects. Averaging effects cause the overall most popular items to be recommended more often which means that they will be consumed and rated more frequently as a result.

community development - informally called community building, is a broad term applied to the practices and academic disciplines of civic leaders, activists, involved citizens and professionals to improve various aspects of local communities.
Community development seeks to empower individuals and groups of people by providing

Two other issues are generally well known and often associated with collaborative filtering: the First-Rater Problem and Cold-Start Problem. The First-Rater problem is caused by new items in the system that understandably have not yet received any ratings from any users. The system is therefore unable to generate semantic interconnections to these items and therefore are never recommended. Similarly, the Cold-Start Problem is caused by new users in the system which have not submitted any ratings. Without any information about the user the system is not able to guess the user's preferences and generate recommendations until a few items have been rated.

Passive filtering

A method of collaborative filtering that is thought to have great potential in the future is passive filtering, which collects information implicitly. A web browser is used to record a user's preferences by following and measuring their actions. These implicit filters are then used to determine what else the user will like and recommend potential items of interest. Implicit filtering relies on the actions of users to determine a value rating for specific content, such as:

- Purchasing an item
- Repeatedly using, saving, printing an item
- Referring or linking to a site
- Number of times queried

An important feature of passive collaborative filtering is using the time aspect to determine whether a user is scanning a document or fully reading the material. The greatest strength of the system is that it takes away certain variables from the analysis that would normally be present in active filtering. For example, only certain types of people will take the time to rate a site, in passive collaborative filtering anyone accessing the site has automatically given data.

Item based filtering

Item based filtering is another method of collaborative filtering in which items are rated and used as parameters instead of users. This type of filtering uses the ratings to group various items together in groups so consumers can compare them as well as a rating scale that is available to manufacturers so they can locate where their product stands in the market in a consumer based rating scale.

Through this method of filtering, users or user groups use and test the product and give it a rating that is relevant to the product and the product class in which it falls. These users test many products and with the results, the products

these groups with the skills they need to effect change in their own communities. These skills are often concentrated around building political power through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions.

Community Development Exchange defines Community Development as:

"the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.

"Community workers (officers) facilitate the participation of people in this process. They enable connections to be made between communities and with the development of wider policies and programmes.

"Community Development expresses values of fairness, equality, accountability, opportunity, choice, participation,

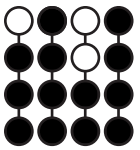
mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of Community Development."

are classified based on the information which the rating holds. The products are used and tested by the same user or group in order to get an accurate rating and eliminate some of the error that is possible in the tests that take place under this type of filtering.

Explicit versus implicit filtering

Within active and passive filtering there are explicit and implicit methods for determining user preferences. Explicit collection of user preferences requires the evaluator to indicate a value for the content on a rating scale. This creates a cognitive aspect to collaborative filtering, but can mean that the feedback received is more accurate. Implicit collection does not involve the direct input of opinion by the user, but instead it is assumed that their opinion is implied by their actions. This reduces variability amongst users and reduces the demand on the user, which can mean that much more data is available. However, this behaviour data does not necessarily accurately represent the user's true opinion of an item.

community supported agriculture - a relatively new socio-economic model of farming and food distribution. A CSA consists of a community of individuals who pledge support to a farm operation so that the farmland becomes, either legally or spiritually, the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production. CSA's focus is usually on a system of weekly delivery or pick-up of vegetables and fruit, sometimes dairy products and meat. The term CSA is mostly used



Collaborative intelligence

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Collaborative intelligence is a measure of the collaborative ability of a group or entity. Knowledge derived from collaborative efforts is increasing proportionally to the reach of the world wide web, collaborative groupware like Skype, NetMeeting, WebEx, iPeerAdvisory and many others.

IQ is a term readily used to describe or measure an

intelligent quota of a person. EQ Emotional Intelligence has been used to measure the Emotional Intelligence of a person to describe how a person handles emotions in a given situation. CQ or Collaborative Intelligence measures the collaborative ability of a group. CQ is a fairly new term arising from the visiblity of collaborative efforts of companies and entities.

CQ describes situations where the knowledge and problem solving capability of a group is much greater than the knowledge possessed by an individual group member. As groups work together they develop a shared memory, which is accessible through the collaborative artifacts created by the group, including meeting minutes, transcripts from threaded discussions, and drawings. The shared memory (group memory) is also accessible through the memories of group members.

Distributed collaborative intelligence is the act of a group collaborating within a virtual sphere of interaction. Group members can interact in real time or asynchronously even though they are not located within the same physical space. Some technologies used to enhance distributed collaborative intelligence and to facilitate group problem solving are forums, wikis, and messaging systems.

The ability of a group to solve a problem collectively is potentially proportional to the number of members in a group; however effective architecture of interaction is needed to achieve this.

Critical success factors for a high collaborative intelligence quotient are:

1. Group moderation and facilitation
2. Adherence to a small set of fundamental rules relate to member interaction
3. No limits to thinking; or the promotion of creative thinking
4. Strong group membership feedback

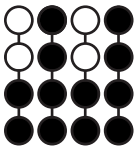
in the USA, but a variety of similar production and economic sub-systems are in use worldwide:

- Association pour le maintien de l'agriculture paysanne (AMAP) in France
- Agriculture soutenue par la communauté (ASC) in Québec
- Teikei in Japan
- Reciproco in Portugal
- Landwirtschaftsgemeinschaftshof in Germany

The community supported agriculture began in the early 1960s in Germany, Switzerland, and Japan as a response to concerns about food safety and the urbanization of agricultural land. Groups of consumers and farmers in Europe formed cooperative partnerships to fund farming and pay the full costs of ecologically sound, socially equitable agriculture. In Europe many of the CSA style farms were inspired by the economic ideas of Rudolf Steiner and experiments with community agriculture took place on farms using biodynamic agriculture.

5. Quality control. Ideas need to be nurtured, but the solutions should be upheld after a critical peer review.

6. The construction of a deeply documented group memory or knowledge base



Collaborative writing

compassion - a profound human emotion prompted by the pain of others. More vigorous than empathy, the feeling commonly gives rise to an active desire to alleviate another's suffering. It is often, though not inevitably, the key component in what manifests in the social context as altruism. In ethical terms, the various expressions down the ages of the so-called Golden Rule embody by implication the principle of compassion: Do to others as you would have done to you. Ranked a great virtue in numerous philosophies, compassion is considered in all the major religious traditions as among the greatest of virtues.

The term **collaborative writing** refers to projects where written works are created by multiple people together (*collaboratively*) rather than individually. Some projects are overseen by an editor or editorial team, but many grow without any of this top-down oversight.

Practical approaches

Each contributor has an ability to add, edit, and remove text. The writing process becomes a recursive task, where each change prompts others to make more changes. It is easier to do if the group has a specific end goal in mind, and harder if a goal is absent or vague.

A very good method of discussion and communication is essential, especially if disagreements arise.

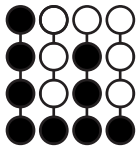
Successful collaboration occurs when each participant [or stakeholder] is able to make a unique contribution toward achieving a common vision or goal statement. Supporting this common goal are objectives that have been generated by each of the participants. It is important for each participant to "feel" as though he or she has a significant

contribution to make to the achievement of goals. It is also important that each participant be held accountable for contributing to the writing project. [Brown, C. A., 2007, East Carolina University]

Examples

Collaborative writing projects include:

Everything2, Ilf and Petrov, Kozma Prutkov, Linux documentation project, New Worlds Project, Nicolas Bourbaki, Scriblist.com, StoryMash,Trillium Report.



Commons

SHAR REMIX

Commons are the sets of resources that a community recognizes as being accessible to any member of that community. The nature of commons is different in different communities, but they often include cultural resources and natural resources.

While commons are generally seen as a system opposed to private property, they have been combined in the idea of common property, which are resources owned equally by every member of the community, even though the community recognises that only a limited number of members may use the resource at any given time.

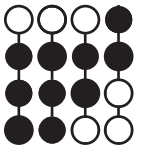
Commons are a subset of public goods; specifically meaning a public good which is not infinite. Commons can therefore be land, rivers and, arguably, money. The Commons is most often a finite but replenishable resource, which requires responsible use in order to remain available. A subset of this is a commons which requires not only responsible use but also active contribution from its users,

competition - a rivalry between individuals, groups, nations, or animals, for territory or resources. It arises whenever two or more parties strive for a goal which they perceive cannot be shared. The Latin root for the verb "to compete" is "competere", which means "to seek together" or "to strive together". Destructive competition seeks to benefit an individual/group/organism by damaging and/or eliminating competing individuals, groups and/or organisms; it opposes the desire for mutual survival. It is "winner takes all", the rationale being that the challenge is a zero-sum game; the success of one group is dependent on the failure of the other competing groups. Destructive competition tends to promote fear, a "strike-first" mentality and embraces

certain forms of trespass. Co-operative competition is based upon promoting mutual survival - "everyone wins". Adam Smith's "invisible hand" is a process where individuals compete to improve their level of happiness but compete in a cooperative manner through peaceful exchange and without violating other people. Cooperative competition focuses individuals/groups/organisms against the environment.

such as a school or church funded by local donations.

In order to ensure responsibility of the users, there must be a system of management. Such models include the Hobbesian *Leviathan* model, where there is a central authority that monitors the behaviour of the users and can sanction abusers. There are also many other models, some of which can require no maintenance—for instance, if it is known that the collective consists mostly of contingent cooperators, then once responsible behaviour has been established, it will most likely continue without management. Another model is reputation management.



Consumers' cooperative

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A consumers' cooperative is a business owned by its customers. Employees can also generally become members. Members vote on major decisions, and elect the board of directors from amongst their own number. A well known example in the United States is the REI (Recreational Equipment Incorporated) co-op, and in Canada: Mountain Equipment Co-op.

The world's largest consumers' cooperative is the Co-operative Group in the United Kingdom, which offers a variety of retail and financial services. The UK also has a number of autonomous consumers' cooperative societies, such as the East of England Co-operative Society and Midcounties Co-operative. In fact the Co-operative Group is something of a hybrid, having both corporate members (most other consumers' cooperatives, as a result of its origins as a wholesale society), and individual retail

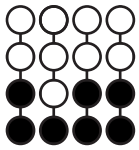
computer - a machine that manipulates data according to a list of instructions. It is difficult to identify any one device as the earliest computer, partly because the term "computer" has been subject to varying interpretations over time. Originally, the term "computer" referred to a person who

consumer members.

Japan has a very large and well developed consumer cooperative movement with over 14 million members; retail co-ops alone had a combined turnover of 2.519 trillion Yen (21.184 billion US dollars [market exchange rates as of 11/15/2005]) in 2003/4.

Migros is the largest supermarket chain in Switzerland and keeps the cooperative society as its form of organization. Nowadays, a large part of the Swiss population are members of the Migros cooperative – around 2 million of Switzerland's total population of 7,2 million , thus making Migros a supermarket chain that is owned by its customers.

Coop is another Swiss cooperative which operates the second largest supermarket chain in Switzerland after Migros. In 2001, Coop merged with 11 cooperative federations which had been its main suppliers for over 100 years. As of 2005, Coop operates 1437 shops and employs almost 45,000 people. According to Bio Suisse, the Swiss organic producers' association, Coop accounts for half of all the organic food sold in Switzerland.



Commons-based peer production

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Commons-based peer production is a term coined by Harvard Law School professor Yochai Benkler to describe a new model of economic production in which the creative energy of large numbers of people is coordinated (usually with the aid of the internet) into large, meaningful projects, mostly without traditional hierarchical organization or

performed numerical calculations (a human computer), often with the aid of a mechanical calculating device.The "castle clock", an astronomical clock invented by Al-Jazari in 1206, is considered to be the earliest programmable analog computer. It displayed the zodiac, the solar and lunar orbits, a crescent moon-shaped pointer travelling across a gateway causing automatic doors to open every hour, and five robotic musicians who play music when struck by levers operated by a camshaft attached to a water wheel. The first devices that resemble modern computers date to the mid-20th century (1940–1945), although the computer concept and various machines similar to computers existed earlier. Early electronic computers were the size of a large room, consuming as much power as several hundred modern personal computers(PC). Modern computers are based on tiny integrated circuits and are millions to billions of times more capable while occupying a fraction of the space.
The Jacquard loom was one of the first programmable devices.

financial compensation. He compares commons-based peer production to firm production (where a centralized decision process decides what has to be done and by whom) and market-based production (when tagging different prices to different jobs serves as an attractor to anyone interested in doing the job).

The term was first introduced in Benkler's seminal paper Coase's Penguin. His 2006 book, The Wealth of Networks expands significantly on these ideas.

"People participate in peer production communitites for a wide range of intrinsic and self-interested reasons.... basically, people who participate in peer production communities love it. They feel passionate about their particular area of expertise and revel in creating something new or better."

Another definition, by Aaron Krowne (*Free Software Magazine*): commons-based peer production

"refers to any coordinated, (chiefly) internet-based effort whereby volunteers contribute project components, and there exists some process to combine them to produce a unified intellectual work. CBPP covers many different types of intellectual output, from software to libraries of quantitative data to human-readable documents (manuals, books, encyclopedias, reviews, blogs, periodicals, and more)."

Examples

Examples of projects using commons-based peer production include:

- Linux, a computer operating system
- Slashdot, a news and announcements website
- Wikipedia, an online encyclopedia
- Distributed Proofreaders, which proof reads public domain etexts for publication on Project Gutenberg

computer-supported collaboration - (CSC) research focused on technology that affect groups, organizations communities and societies, e.g. voice mail, text chat. It grew from cooperative work study of supporting people's work activities and working relationships. As net technology increasingly supported a wide range of recreational and social activities, consumer markets expanded the user base, more and more people were able to connect online to create what researchers have called a Computer Supported Cooperative World which includes "all contexts in which technology is used to mediate human activities such as communication, coordination, cooperation, competition, entertainment, games, art,

- SETI@home, a project which searches for extra terrestrial life
- Kuro5hin, a discussion site for technology and culture
- Clickworkers, a citizen science program

Outgrowths

Several outgrowths have been:

- Customization/Specialization. With free and open source software small groups have the capability to customize a large project according to specific needs.
- Immortality. Once code is released under a copyleft free software license the genie cannot be put back into the bottle.
- Cross-fertilization. Experts in a field can work on more than one project with no legal hassles.
- Technology Revisions: A core technology gives rise to new implementations of existing projects.
- Technology Clustering: Groups of products tend to cluster around a core set of technology and integrate with one another.

Related concepts

The ease in joining and leaving is a feature of adhocracies.

The principle of commons-based peer production is similar to collective invention, a model of open innovation in economics coined by Robert Allen.

In 2006 Yochai Benkler also published The Wealth of Networks, a book that builds heavily on the concept of commons-based peer production

and music"

collaborative editing - the practice of groups producing works together through individual contributions. Most usually it is applied to textual documents or programmatic source code. Such asynchronous (non-simultaneous) contributions are very efficient in time, as group members need not assemble in order to work together. Generally, managing such work requires software; the most common tools for editing documents are Wikis, and those for programming, version control systems. Most word processors are also capable of recording changes; this allows many editors to work on the same document while automatically clearly labeling who contributed

what changes.

Wikipedia is an example of a collaborative editing project on a large scale.

Community bicycle program

SHAR

White bicycles for free use, in Hoge Veluwe national park, the Netherlands

Community bicycle programs (also known as Yellow bicycle programs, White bicycle programs, bike sharing, public bike or free bike) are one element of an international movement to build environmentally friendly transportation.

Community programs appear in all shapes and sizes in cities throughout the world. The central concept is free (or nearly free) access to bicycles for inner-city transport. The goal is to reduce the use of automobiles for short trips inside the city and diminish traffic congestion, noise and air-pollution. Another goal is to reduce thefts of privately owned bicycles.

Only a few American cities, including Washington D.C. have such programs.

The bikes can be returned at any station in the system, which facilitates one way rides to work, education or shopping centres. Thus, one bike may take 10-15 rides a day with different users and can be ridden up to 10,000 km (6000 miles) a year (this figure from the city of Lyon, France). The distance between stations is 300-400 m

collaborative fiction - a form of writing together where each author writes a portion of the story, or writes focusing around a specific protagonist they own, and then passes the story on to the next writer for further additions or perhaps a change in focus to a protagonist owned by that author. Collaborative fiction can be fully open with no rules or enforced structure as it moves from author to author, however most collaborative fiction adopts some form of 'writers guidelines' on what is or is not an acceptable contribution.

Common rules deal in:

- Enforcing a specific

(1000-1300 feet) in inner city areas.

Community bicycle programs without user electronic identification struggle against theft and vandalism. In one program tried in 1993 in Cambridge, United Kingdom, all 300 bicycles were stolen on the first day of operation, and the program was abandoned.

In many community bicycle programs, each bicycle is painted yellow, white, or another solid colour. This is usually done for two primary reasons. First, as a fleet of coloured bicycles begin to appear around the city, it helps to get the word out about the program. Secondly, many programs paint over the brand name and other distinguishing features of the bicycle, some even going so far as to paint every component such as the pedals, shifters, and wheels. This is very helpful in deterring theft since the painted bicycle has little resale value.

Most of the more successful programs have designed their own bike with singular designs of frame and other parts to prevent disassembly and resale of stolen parts.

Types

There are many ways to provide community bicycles, but most programs are loosely based around one of the following designs:

Unregulated

In this type of program the bicycles are simply released into a city or given area. In some cases, such as a university campus, the bicycles are only designated for use within certain boundaries. Bicycles in this type of program are not intended for use by a single person. Instead, you are expected to leave the bike unlocked in a public area once you reach your destination.

In Amsterdam, the police were concerned about the possible theft of white bicycles, so a municipal ordinance was passed, requiring every bicycle in the city to be equipped with a lock. Within a week, every white bicycle

genre

- Not killing off or otherwise permanently changing a major character owned by another author
- Sticking to a certain 'point of view'
- Keeping a certain pacing, theme, or style emulation
- Keeping up grammar and spelling and staying to a certain language
- Sticking to rules regarding 'adult content'.
- Staying with 'the story'.
- Minimum and / or maximum word counts per contribution.
- Restrictions on or requirements to work together outside the story over plot and other elements.
- Restriction on who can contribute and how often when the work is being put together in an open area such as an online forum or mailing list.

sported a combination lock, with the combination painted legibly on the lock. It is not known whether any of these bicycles were stolen; it is not clear what the term "stolen" would mean in this context.

Deposit

A small cash deposit releases the bike from a locked terminal and can only be retrieved by returning it to another. Since the deposit (usually one or more coins) is a fraction of the bike's cost, this does little to deter theft.

Membership

In this version of the program, bicycles are kept either at volunteer-run hubs or at self-service terminals throughout the city. Individuals registered with the program identify themselves with their membership card (or a debit card, via cell phone, etc) at any of the hubs to check out a bicycle for a short period of time, usually less than two hours. In many schemes the first half hour is free. The individual is responsible for the bike until it is returned to another hub.

Long-term checkout

These bicycles may be given free of charge, for a refundable deposit, or sold at a reduced price. They are assigned to one person who will typically keep the bike for months or years and lock it between uses. Disadvantage of this model is the much lower using frequency, around three uses per day as compared to between 10 to 15 uses per day in a bike sharing.

Advantages of long term use, or the Library Bike model, include a familiarity the rider gets with their bicycle, a mode of travel that is ready for the borrower at any time during the months of use. The bicycle can be checked out like a library book, a liability waiver can be collected at check out, and the bike can be returned anytime. A Library Bike in a person's possession can be chosen for some trips instead of a car, thus lowering car usage. This model requires less repair as the users tend to care for the

community-based economics - or community economics, encourages local substitution and a rejection of outside energy subsidy and coercion. It is most familiar from the lifeways of those practicing voluntary simplicity, including traditional Mennonite, Amish, and modern eco-village communities. However, it is also increasingly a priority in urban economics,

bikes as their own.

Public-Private Partnership

Several European cities, including the French cities of Lyon and Paris as well as London, Barcelona and Stockholm, have signed contracts with private advertising agencies that supply the city with thousands of bicycles free of charge (or for a minor fee) for the city. In return, the agencies are allowed to advertise both on the bikes themselves and on other select locations in the city. These programs also prevent theft by requiring users to pre-purchase user cards with credit cards and by equipping the bike with complex anti-theft and bike maintenance sensors. In case of not returning the bike within a day, the bike sharing operator is allowed to withdraw money from the given credit card account.

Partnership with railway sector

In a national-level programme which combines a typical rental system with several of the above system types, a passenger railway operator or infrastructure manager partners with a national cycling organisation and others to create a system closely connected with public transport. These programs allow usually for a longer rental time of up to 24 or 48 hours and as well for tourist and round trips. See OV Fiets for more information (in Dutch with English summary) or Call a Bike in Germany.

In some German cities, the national rail company Deutsche Bahn offers a convenient bike rental service: "Call a Bike". The Call a Bike principle is very simple; the bikes are locked electronically and again left in the open at widely distributed locations. A potential user phones an operator with the number of the bike he or she wishes to use. The operator confirms the customer's account details and tells the customer a number code that opens the lock. If desired, billing can be done directly to the users mobile phone account. The more recent Stuttgart operation requires bikes to be returned to defined locations as the users' choice of places to leave bikes off-hire can occasionally provide an opportunity to 'hide' a bike for your return trip.

where moral purchasing and local purchasing are increasingly cogent concerns. Various specific programs for community economics and local currency, e.g. Ithaca Hours, are often promoted in green politics. Notably, the Ten Key Values of the Green Party include them as fundamental parts of a green program

conflict resolution - a range of processes aimed at alleviating or eliminating sources of conflict. The term "conflict resolution" is sometimes used interchangeably with the term dispute resolution or alternative dispute resolution. Processes of conflict resolution generally include negotiation, mediation and diplomacy. The processes of arbitration, litigation, and formal complaint processes such

Bikes are also being locked to the Velib stands in Paris because no system can yet offer the option of reserving a bike for a return journey, and balancing flows can give problems as at Montmartre where special measures are needed to get bikes back to hire points at the top of the hill.

Partnership with car park operators

Some car park operators such as Vinci Park in France lend bikes to their customers who park a car.

History

An early community bicycle program was started in the 1960s by Luud Schimmelpenninck in Amsterdam, the Netherlands. This so-called White Bicycle Plan was possibly the first large-scale community bicycle program. It provided free bicycles that were supposed to be used for one trip and then left for someone else. Within a month, most of the bikes had been stolen and the rest were found in nearby canals. The program is still active in some parts of the Netherlands and other places like Helsinki and Copenhagen. It originally existed as one in a series of White Plans proposed in the street magazine PROVO.

In 1974 the French city of La Rochelle launched a free bike program featuring yellow bicycles that were free to take and use. It is regarded as one of the first successful bike sharing programs.

The City of Copenhagen launched a major bike share program in May 1995 called ByCyklen - City Bikes. This was the first large-scale urban bike share program featuring specially-designed bikes with parts that cannot be used on other bikes. The bikes operate on a returnable coin system. The program is financed through advertisting on the wheels of the bikes. This model of community bike has spread to many other cities.

One of the first community bicycle projects in the United States was started in Portland, Oregon in 1994 by civic and environmental activists Tom O'Keefe, Joe Keating and

as ombudsman processes, are usually described with the term dispute resolution, although some refer to them as "conflict resolution." Processes of mediation and arbitration are often referred to as alternative dispute resolution. The list of tools available to practitioners include negotiation, mediation, community building, advocacy, diplomacy, activism, nonviolence, critical pedagogy, prayer and counseling. In real world conflict situations, which range in scale from kindergarten bullying to genocide, practitioners will creatively combine several of these approaches as needed. Conflict resolution as both a professional practice and academic field is highly sensitive to culture. In Western cultural contexts, such as the Canada and the United States, successful conflict resolution usually involves fostering communication among disputants, problem solving, and drafting agreements that meet their underlying needs.In many non-Western cultural contexts, such as Afghanistan, Vietnam and China, it is also important to find 'win-win' solutions; however, getting there can be very different. In

Steve Gunther. It took the approach of simply releasing a number of bicycles to the streets for un-restricted use. Portland's Yellow Bike Project was an amazing publicity success, but proved unsustainable initially due to theft and vandalism of the bicycles. The program was later revised to operate under a more restrictive system. Since then many community projects around the country have attempted similar models and met with varying degrees of success.

In Charleston, WV, a joint ministry of St. John's Episcopal Church, Trinity Evangelical Lutheran Church, and the Mountain State Wheelers bicycle club is 'Spokes4Folks', which collects used bicycles, refurbishes them, and then distributes them to clients at the Manna Meals Soup Kitchen two or three times per year. They are considering expanding their services to include encouragement of bicycle-based entrepreneurship and bicycle-related youth development services.

Madison, WI had a program where specific bicycles, always painted red, were available for the use of anyone coming across them on the street (especially used on State Street between the UW campus and the capitol). The only rule regarding their use was that they were always to remain outside and unlocked for any passerby to use. This program (called Red Bikes) has since been modified to include deposits for the bicycle and a lock and is only available from spring (when all snow has melted) to November 30.

Montreal will begin a city-wide rollout of rental bicycles in 2008, in an effort to encourage locals and tourists to make use of the city's already well-established network of bike paths . The rental bicycles will be available from depots located throughout the city, where bikes can be rented from automated stations using a credit card. The Public Bike System - as the official municipal entity will be known - estimates that by 2009, 2,400 bicycles will be deployed at 300 depots throughout the metro area.

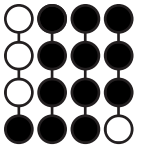
these contexts, direct communication between disputants that explicitly addresses the issues at stake in the conflict can be perceived as very rude, making the conflict worse and delaying resolution. Rather, it can make sense to involve religious, tribal or community leaders, communicate difficult truths indirectly through a third party, and make suggestions through stories (see David Augsberger (1992), Conflict Mediation Across Cultures). Intercultural conflicts are often the most difficult to resolve because the expectations of the disputants can be very different, and there is much occasion for misunderstanding.

consciousness - a type of mental state, a way of perceiving, particularly the perception of a relationship between self and other. It has been described as a point of view, an I, or what Thomas Nagel called the existence of "something that it is like" to be something.

Consciousness may involve thoughts, sensations, perceptions, moods, emotions, dreams, and self-awareness. It has been defined from a biological and causal perspective as the act of autonomously modulating attentional and computational effort, usually with the goal of obtaining, retaining, or maximizing specific parameters, such as food, a safe environment, family, or mates.

The issue of what consciousness is, and to what extent and in what sense it exists, is the subject of much research in philosophy of mind, psychology, neuroscience, cognitive science, and artificial intelligence. Issues of practical concern include how the presence of consciousness can be assessed in severely ill individuals; how non-human consciousness can be measured; at what point in fetal development con-

Community building



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Community building is a field of practices directed toward the creation or enhancement of community between individuals within a regional area (such as a neighbourhood) or with a common interest. It is sometimes encompassed under the field of community development.

A wide variety of practices can be utilized for community building, ranging from simple events like potlucks and small book clubs, to larger–scale efforts such as mass festivals and building construction projects that involve local participants rather than outside contractors.

Activists engaged in community building efforts in industrialized nations see the apparent loss of community in these societies as a key cause of social disintegration and the emergence of many harmful behaviors. They may see building community as a means to increase social justice, individual well-being and reduce negative impacts of otherwise disconnected individuals.

Scott Peck model

"Community Building" also refers to a group process developed by Dr. M. Scott Peck. In his book *The Different Drum: Community Making and Peace*, Peck says that community has three essential ingredients:

- Inclusivity
- Commitment
- Consensus

Based on his experience with community building

workshops, Peck says that community building typically goes through four stages:

- **Pseudocommunity**: This is a stage where the members pretend to have a *bon homie* with one another, and cover up their differences, by acting as if the differences do not exist. Pseudocommunity can never directly lead to community, and it is the job of the person guiding the community building process to shorten this period as much as possible.

- **Chaos**: When pseudocommunity fails to work, the members start falling upon each other, giving vent to their mutual disagreements and differences. This is a period of chaos. It is a time when the people in the community realize that differences cannot simply be ignored. Chaos looks counterproductive but it is the first genuine step towards community building.

- **Emptiness**: After chaos comes emptiness. At this stage, the people learn to empty themselves of those ego related factors that are preventing their entry into community. Emptiness is a tough step because it involves the death of a part of the individual. But, Scott Peck argues, this death paves the way for the birth of a new creature, the **Community**.

- **True community**: Having worked through emptiness, the people in community are in complete empathy with one another. There is a great level of tacit understanding. People are able to relate to each other's feelings. Discussions, even when heated, never get sour, and motives are not questioned.

The four stages of community formation are somewhat related to a model in organization theory for the five stages that a team goes through during development. These five stages are:

- *Forming* where the team members have some initial discomfort with each other but nothing comes out in the open. They are insecure about their role and

sciousness begins; and whether computers can achieve conscious states.

In more common parlance, consciousness denotes being awake and responsive to the environment, in contrast to being asleep or in a coma. The term "consciousness" is used in the more holistic community cultures to refer to the quality of awareness which recognizes the intderdependence of all thigs, and the validity of the statement that caring for "others" and caring for "oneself" is essentially, or even actually, the same thing. In these communities it is often used when casually vetting a person for another, such as "He's a pretty conscious guy."

position with respect to the team. This corresponds to the initial stage of pseudocommunity.

- *Storming* where the team members start arguing heatedly and differences and insecurities come out in the open. This corresponds to the second stage given by Scott Peck, namely chaos.
- *Norming* where the team members lay out rules and guidelines for interaction that help define the roles and responsibilities of each person. This corresponds to emptiness, where the community members think within and empty themselves of their obsessions to be able to accept and listen to others.
- *Performing* where the team finally starts working as a cohesive whole, and effectively achieve the tasks set of themselves. In this stage individuals are aided by the group as a whole where necessary, in order to move further collectively than they could achieve as a group of separated individuals.
- *Transforming* This corresponds to the stage of true community. This represents the stage of celebration, and when individuals leave, as they must, there is a genuine feeling of grief, and a desire to meet again. Traditionally this stage was often called "Mourning".

It is in this third stage that Peck's community-building methods differ in principle from team development. While teams in business organizations need to develop explicit rules, guidelines and protocols during the *norming* stage, the *emptiness' stage of community building is characterized, not by laying down the rules explicitly, but by shedding the resistance within the minds of the individuals.*

Peck started the Foundation for Community Encouragement (FCE) to promote the formation of communities, which, he argues, are a first step towards uniting humanity and saving us from self destruction.

consensus - has two common meanings. One is a general agreement among the members of a given group or community, each of which exercises some discretion in decision making and follow-up action. The other is as a theory and practice of getting such agreements (for information on the practice of achieving formal consensus, see consensus decision-making).
Achieving consensus requires serious treatment of every group member's considered opinion. Once a decision is made it is important to trust in members' discretion in follow-up action. In the ideal case, those who wish to take up some action want to hear those who oppose it, because they count on the fact that the ensuing debate will improve the consensus. In theory, action without resolution of considered opposition will be rare and done with attention to minimize damage to relationships.

The Blue Heron Farm is an intentional community in central North Carolina whose founders stated that they were inspired by Peck's writings on community, although Peck himself had no involvement with this project.

Peck describes what he considers to be the most salient characteristics of a true community.

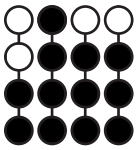
- **Inclusivity, commitment and consensus**: Members accept and embrace each other, celebrating their individuality and transcending their differences. They commit themselves to the effort and the people involved. They make decisions and reconcile their differences through consensus.
- **Realism**: Members bring together multiple perspectives to better understand the whole context of the situation. Decisions are more well-rounded and humble, rather than one-sided and arrogant.
- **Contemplation**: Members examine themselves. They are individually and collectively self-aware of the world outside themselves, the world inside themselves, and the relationship between the two.
- **A safe place**: Members allow others to share their vulnerability, heal themselves, and express who they truly are.
- **A laboratory for personal disarmament**: Members experientially discover the rules for peacemaking and embrace its virtues. They feel and express compassion and respect for each other as fellow human beings.
- **A group that can fight gracefully**: Members resolve conflicts with wisdom and grace. They listen and understand, respect each others'gifts, accept each others'limitations, celebrate their differences, bind each others'wounds, and commit to a struggle together rather than against each other.
- **A group of all leaders**: Members harness the "flow of leadership" to make decisions and set a course of

consensus decision-making - a group decision making process that not only seeks the agreement of most participants, but also the resolution or mitigation of minority objections. Consensus is usually defined as meaning both general agreement, and the process of getting to such agreement. Consensus decision-making is thus concerned primarily with that process.
While not as common as other decision-making procedures, such as the parliamentary procedure explained in Robert's Rules of Order, consensus is used by a wide variety of groups. Religious denominations such as the Quakers, economic policy bodies including the Dutch Polder Model and historical Hanseatic League, anarchist organizations such as Food Not Bombs and various infoshops, many non-governmental organizations, and even entire na-

tions such as the Haudenosaunee, better known as the Iriquois Confederacy upon whom the US constitutional system was partly based, use consensus decision-making.

action. It is the spirit of community itself that leads and not any single individual.

- **A spirit**: The true spirit of community is the spirit of peace, love, wisdom and power. Members may view the source of this spirit as an outgrowth of the collective self or as the manifestation of a Higher Will.



Community gardening

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A **community garden** is a piece of land gardened by a group of people. Community gardens provide access to fresh produce and plants as well as access to satisfying labor, neighborhood improvement, sense of community and connection to the environment They are publicly functioning in terms of ownership, access and management, as well as typically owned in trust by local governments or nonprofits.

A city's community gardens can be as diverse as its communities of gardeners. Some choose to solely grow flowers, others are nurtured communally and their bounty shared, some have individual plots for personal use, while others are equipped with raised beds for disabled gardeners.

Community gardens encourage an urban community's food security, allowing citizens to grow their own food or for others to donate what they have grown. The gardens also combat two forms of alienation that plague modern urban life, by bringing urban gardeners closer in touch with the source of their food, and by breaking down

consensus democracy - the application of consensus decision making to the process of legislation in a democracy. It is characterised by a decision making structure which involves and takes into account as broad a range of opinions as possible, as opposed to systems where minority opinions can potentially be ignored by vote-winning majorities . Consensus democracy also features increased citizen participation both in determining the political agenda and in the deci-

isolation by creating a social community. It has also been found that active communities experience less crime and vandalism.

What makes a community garden?

Like traditional public parks, most community gardens are open to the public, and provide green space in urban areas, along with opportunities for social gatherings, beautification, education and recreation. However, in a key difference, community gardens are managed and maintained with the active participation of the gardeners themselves, rather than tended only by a professional staff. A second difference is food production: Unlike parks, where plantings are ornamental (or more recently ecological), community gardens often encourage food production by providing gardeners a place to grow vegetables and other crops. To facilitate this, a community garden may be divided into individual plots or tended in a communal fashion, depending on the size and quality of a garden and the members involved.

As discussed below, "community garden" is the term favored in the United States and Canada, with a strong presence in Australia and New Zealand as well. The best source and clearinghouse on community gardening information in North America is a coalition of community gardening groups The American Community Gardening Association.

Community gardens vary widely throughout the world. In North America, community gardens range from familiar "victory garden" areas where people grow small plots of vegetables, to large "greening" projects to preserve natural areas, to tiny street beautification planters on urban street corners. In Europe, closely related "allotment gardens" can have dozens of plots, each measuring hundreds of square meters and rented by the same family for generations. In the developing world, commonly held land for small gardens is a familiar part of the landscape, even in urban areas, where they may function as mini-truck farms.

sion making process itself. Some have pointed to developments in information and communication technology as potential facilitators of such systems.

Consensus democracy is most closely embodied in certain countries such as Switzerland, Lebanon, and Belgium, where consensus is an important feature of political culture, particularly with a view to preventing the domination of one linguistic or cultural group in the political process. The term consociational state is used in political science to describe countries with such consensus based political systems. An example of such a system could be the Dutch Poldermodel.

The concept of ijma in Islam also addresses state decision making by consensus, albeit by the ulema (Muslim scholars) rather than the population at large.

For all their diversity, however, most community gardens share at least four elements in common: Land (or a place to grow something); plantings; gardeners; and some sort of organizing arrangements.

Land for a community garden can be publicly or privately held. One strong tradition in American community gardening in urban areas is cleaning up abandoned vacant lots and turning them into productive gardens. Alternatively, community gardens can be seen as a health or recreational amenity and included in public parks, similar to ball fields or playgrounds. Historically, community gardens have also served to provide food during wartime or periods of economic depression. Access to land and security of land tenure remains a major challenge for community gardeners and their supporters throughout the world, since in most cases the gardeners themselves do not own or control the land directly.

Some gardens are grown collectively, with everyone working together; others are split into clearly divided plots, each managed by a different gardener (or group or family). Many community gardens have both "common areas" with shared upkeep and individual/family plots.

Two national surveys sponsored by the American Community Gardening Association in the late 1980s and mid-1990s, and other research, strongly support the observation that there is no "standard" community garden plot size, at least in the United States and Canada. Individual plot sizes vary widely depending on many factors, including location, land available for gardening, demand, physical and time limitations of the gardeners, among others. As a general rule, North American community garden plots so tend to be smaller than European allotments. 6m × 6m (20ft × 20ft) is one common plot size (larger gardens in parks); 3m × 3m (10ft × 10 ft) or 3m × 4.5 m (10 ft × 15 ft) is another (inner city gardens on small lots).

While food production is central to many community and allotment gardens, not all have vegetables as a main focus. Restoration of natural areas and native plant gardens are

Contact improvisation (CI) - a dance technique in which points of physical contact provide the starting point for exploration through movement improvisation. Contact Improvisation is a form of dance improvisation and is one of the best-known and most characteristic forms of postmodern dance.

History

Contact Improvisation's earliest roots lie in the 1972 explorations of a group of dance students under the leadership of Steve Paxton. Many of the those in Paxton's initial group were from Bennington College and Oberlin College. Today Contact Improvisation is practiced with a variety of intentions, having expanded ideologically beyond Paxton's early work. However, the core of Paxton's original work remains as a basis, expressed or not, of most if not all of Contact Improvisation's current forms. For instance, Contact Improvisation has been used by artists,

also popular, as are "art" gardens. Many gardens have several different planting elements, and combine plots with such projects as small orchards, herbs and butterfly gardens. Individual plots can become "virtual" backyards, each highly diverse, creating a "quilt" of flowers, vegetables and folk art.

Gardeners may form a grassroots group to initiate the garden, such as the Green Guerrillas of New York City, or a garden may be organized "top down" by a municipal agency. The community gardening movement in North American prides itself on being inclusive, diverse, pro-democracy, and supportive of community involvement. Gardeners may be of any cultural background, young or old, new gardeners or seasoned growers, rich or poor. A garden may have only a few people active, or hundreds.

Finally, all community gardens have a structure. The organization depends in part on whether the garden is "top down" or "grassroots". There are many different organizational models in use for community gardens. Some elect boards in a democratic fashion, while others can be run by appointed officials. Some are managed by a Non-profit organizations, such as a community gardening association, a church, or other land-owner; others by a city's recreation or parks department, a school or University. In most cases, gardeners are expected to pay annual dues to help with garden upkeep, and the organization must manage these fees. The tasks in a community garden are endless - keeping up the area's appearance, mulching paths, recruiting new members, reminding members to tend plots when they get weedy, fundraising, the list goes on... Sensible rules and an 'operations manual' are both invaluable tools, and ideas for both are available at ACGA and other sites.

Examples

United Kingdom

In the United Kingdom, community gardening is generally distinct from allotment gardening, though the distinction

p e r f o r m a n c e

artists, and dancers. It has been used in sensitivity trainings and in dance therapy. It has also been the subject of college dance courses, graduate level degree theses and scholarly books. CI has at its central core a physical commitment to following the point of contact, sharing balance and leverage, deep listening to subtle impulses, and riding the waves of falling weight and momentum. It can be said that "If you know where the dance is going, you aren't improvising..." CI is practiced worldwide. Current CI 'hotspots' include Buenos Aires (where there are jams with over 100 people 5+ nights of the week), Eastern Europe (where there is an avid burgeoning interest), and other parts of Europe. Dancers meet in jams, where they dance informally, classes or workshops, festivals (some with over 200 participants) and classes at local studios or universities. Contact Improvisation informs post modern dance, new dance, site-specific work, and dance improvisation. There are those that practice it as a social form and delight in

the community connection, some that practice it as an artistic dance form, and some that use it in performance. There are also wild CI anarchists that love the form, and find renegade places to explore. Contact or CI, as it is often known, continues to evolve and be developed by many curators, teachers, students, practitioners and participants around the world. In CI's 35th year Steve Paxton, Nancy Stark Smith and Nita Little, from that earliest group, continue to teach and perform Contact Improvisation.

Practice and theory

Contact improvisation can be practiced as concert or social dance form. In the social setting contact improvisation meetings are called "jams" in which participants can participate or watch as they choose. The name is perhaps derived from the "jams" of jazz musicians, who come together to spontaneously explore musical forms and ideas.

The longest running weekly contact improvisation jam is in Toronto, Canada. It has been going on for 31 years (2007). Contact

is sometimes blurred. Allotments are generally plots of land rented to individuals for their cultivation by local authorities or other public bodies—the upkeep of the land is usually the responsibility of the individual plot owners. Allotments tend (but not invariably) to be situated around the outskirts of built-up areas. Use of allotment areas as open space or play areas is generally discouraged.

The community garden movement is of more recent provenance than allotment gardening, with many such gardens were built on bombed and derelict inner-city sites in the aftermath of The Blitz. A community garden in the United Kingdom tends to be situated in a built-up area and is typically run by an independent non-profit organisation (though this may be wholly or partly funded by public money). It is also likely to perform a dual function as an open space or play area (in which role it may also be known as a 'city park') and—while it may offer plots to individual cultivators—the organisation that administers the garden will normally have a great deal of the responsibility for its planting, landscaping and upkeep. An example inner-city garden of this sort is Islington's Culpeper Community Garden, or Camden's Phoenix Garden.

United States

In Canada and the United States, "community gardening" encompasses a wide variety of approaches. Some influential community gardens, such as the Clinton Street garden in the middle of Manhattan in New York City, and the Peralta garden in Berkeley, California, inspired by architect and community garden visionary Karl Linn, are gathering places for neighbors and showcases for whimsical art and ecological awareness, with food production cherished but seen as one part of a much larger vision. Other gardens resemble European "allotment" gardens, with plots where individuals and families can grow vegetables and flowers, including a number (for instance, in Minneapolis and Ann Arbor, Michigan) which began as "Victory Gardens" during World War II. Even such "food" gardens are very different, however — for instance, plot sizes range widely from as small as 1.5m × 1.5m (5 ft × 5 ft) in some inner city

gardens and art gardens, such as the Dovetail Garden in Charlotte, North Carolina, to relatively large plots of 15m × 15m (50ft × 50ft) such as those at Hilton Head, South Carolina.

Some community gardens, in contrast, are devoted entirely to creating ecological green space or habitat, still others to growing flowers, and others to education or providing access to gardening to those who otherwise could not have a garden, such as the elderly, recent immigrants or the homeless — for example, the Community Garden for the Homeless, also in Charlotte, not far away from the very different Dovetail Garden. Some gardens are worked as community farms with no individual plots at all, shading into becoming urban farms.

In short, the key word to describe the United States is "diversity."

That said, a majority of gardens in a majority of community gardening programs are collections of individual garden plots, frequently between 3m × 3m (10'×10') and 6m × 6m (20'×20'). This holds true whether they are sponsored by public agencies such as Park and Recreation Districts (Portland, Oregon; Toronto, Canada), city departments (Seattle, Washington — perhaps the model community gardening program in the US), large non-profits, or (most commonly) a coalition of different entities and groups, Whether the garden is run as a coop by the gardeners themselves (still common in New York, Boston and other East Coast cities) or managed by a public or non-profit agency, plot holders typically are asked to pay a modest fee each year and abide by a set of rules. Many gardens also encourage activities such as work days, fundraisers, and social gatherings. Community garden organizers typically say that "growing community" is as important as growing vegetables, or, as the American Community Gardening Association (ACGA) puts it: "In community gardening, "community" comes first."

Equally important, according to ACGA, is encouraging political involvement. As storied New York community

improvisation is often practiced in duet form but can also be performed in groups or as a solo using physical objects (floor, walls, chair, etc.) as the point of contact. As many teachers say in introductory classes, the floor is your first partner. Contact improvisation techniques can include weight transfer, counter balance, rolling, falling, suspension, and lifting.

contingent cooperator - a person or agent who is willing to act in the collective interest, rather than their own short-term selfish interest, if they observe a majority of the other agents in the collective doing the same. The apparent contradiction in this stance is resolved by game theory, which shows that *in the right circumstances, coopera-*

tion with a sufficient number of other participants will have a better outcome for cooperators than pursuing short-term selfish interests. (Emphasis added.)

gardener Adam Honigman puts it: "Community gardening is 50% gardening and 100% local political organizing." Community gardens are more than a meeting ground — they are also a training ground for political empowerment. In a sense, as Karl Linn pointed out, they are the 21st Century version of the New England village green, common space that brings people together and inspires shared action.

ACGA, a non-profit coalition founded in 1979, is the primary advocacy group for community gardening in the US and Canada. After many years of being hosted by the community garden support program Philadelphia Green in Philadelphia, Pennsylvania, ACGA is now based at the Franklin Park Conservatory in Columbus, Ohio.

conversational media - a term for the forms of mass media that, rather than being producer and spectator oriented, become participatory. Some examples of conversational media include teleconferences, weblogs, discussion boards, blogs, and call-in talk shows.

Although community gardening exists across northern North America, it remains strongest in the Northeast, where literally thousands of community gardens grow in New York City, Philadelphia and Boston. It is also strong along the West Coast, especially in British Columbia, and in Midwestern centers such as Chicago and Minneapolis.

The European history of community gardening in the US dates back to the early 1700s, when Moravians created a community garden as part of the community of Bethabara, near modern Winston-Salem, North Carolina - a garden still active and open for visitors today! First Nations peoples also gardened with a community approach (Buffalo Bird Woman's Garden paints a picture of gardens among the Hidatsa), likely for generations before the arrival of waves of immigrants.

Academic study of American community gardening by T.J. Bassett and more recently Laura Lawson ("City Bountiful") suggests that the community gardening "movement" is best described as a series of distinct phases each with contrasting ideologies and purposes, even though all resulted in people creating gardens on public or abandoned land. The latest phase began with the alternative politics and culture and dawning ecological activism of the late 1960s.

coop - defined by the International Co-operative Alliance's Statement on the Co-operative Identity as an autonomous association of persons united voluntarily to meet their common economic, so-

From the mid-1970s through the early 1990s, community gardening in a select number of major American cities enjoyed Federal financial support, though many programs struggled to find funding. The loss of the Federal program increased the challenge of finding funding to support programs. Funding remains a key challenge, along with secure land tenure for garden sites, finding insurance, and helping gardeners develop ways to work together smoothly.

Community gardening in the United States overlaps to some extent with the related but distinct movement to encourage local food production, local farmers' markets and community supported agriculture farms (CSAs). Leases and rules prevent some, though not all, community gardeners from selling their produce commercially, although their gardens may donate fresh fruits and vegetables to local food pantries, cooperatives, and homeless members of their community. However, community gardens offer ideas sites for local farmers markets, and gardeners often seek farmers to provide space-intensive crops such as corn or potatoes. They also can hire farmers to provide services such as plowing and providing mulch and manure. In turn, small farmers can reach a wider audience and consumer base by drawing on community gardeners and their contacts. Although the two approaches are distinct, both can be effective ways to produce local food in urban areas, safeguard green space, and contribute to food security.

In an interesting variant on the practice of reclaiming bombed-out areas for community gardens (also practiced during WWII in the ghettos of Eastern Europe), in American inner-cities, community groups have reclaimed abandoned or junked lots for garden plots. In these cases, groups have subsequently leased from a municipality that claims the property or claimed squatter's rights or a right to subsistence not currently recognized by the legal system. Two notable cases include the gardens of Manhattan's lower Eastside and the South Central Farm of Los Angeles, California. A lasting legacy of the New York gardens is 'guerrilla gardening', perfected by NYC's

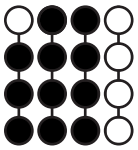
cial, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise . A cooperative may also be defined as a business owned and controlled equally by the people who use its services or who work at it.

cooperative inquiry - also known as collaborative inquiry was first proposed by John Heron in 1971 and later expanded with Peter Reason. The major idea of cooperative inquiry is to "research 'with' rather than 'on' people." It emphasizes that all active participants are fully involved in research decisions as co-researchers. Cooperative inquiry creates a research cycle among four

different types of knowledge: propositional knowing (as in contemporary science), practical knowing (the knowledge that comes with actually doing what you propose), experiential knowing (the feedback we get in real time about our interaction with the larger world) and presentational knowing (the artistic rehearsal process through which we craft new practices). The research process iterates these four stages at each cycle with deepening experience and knowledge of the initial proposition, or of new propositions, at every cycle.

legendary "Green Guerrillas," founded by Liz Christy. In contrast, sadly, The South Central Farm was recently bulldozed in Los Angeles.

ACGA provides resources to assist anyone wishing to start a community garden or find a garden near their home, as well as training classes in community gardening organizing and management. They also offer a website, a newsletter, an email listserv and a magazine. ACGA's most recent survey suggests that the total number of community gardens around the US alone is over 5000.



Community of practice

CO REMIX

The concept of a **community of practice** (often abbreviated as CoP) refers to the process of social learning that occurs as people interact regularly.

The term was founded on the work of a few cognitive anthropologists, namely Barbara Rogoff (1985) and Jean Lave, who attempted to explain and describe learning that occurs in apprenticeship situations. Later, Lave, in collaboration with Etienne Wenger (1991) originated the construct legitimate peripheral participation in their studies of five apprenticeship situations: midwives in the Yucatan, Vai and Gola tailors, naval quartermasters, meat cutters, and a group of alcoholics anonymous. From their development of legitimate peripheral participation, they created the term **community of practice** to refer to communities of practitioners into which newcomers would enter and attempt to acquire the sociocultural practices of the community.

cooperative principle - In social science generally and linguistics specifically, the cooperative principle describes how people interact with one another. As phrased by Paul Grice, who introduced it, it states, "Make your contribution such as it

Lave and Wenger (1991) used the term relation to situated learning as part of an attempt to "rethink learning" at the Institute for Research on Learning. In 1998, Wenger developed and extended the concept in his enthographic study of insurance claims processors. The construct has since been used in various fields including education, sociolinguistics, material anthropology, and second language acquisition . More recently, Community of Practice has become associated with knowledge management as people have begun to see them as ways of developing social capital, nurturing new knowledge, stimulating innovation, or sharing existing tacit knowledge within an organization. It is now an accepted part of organizational development (OD).

Key Concepts

The earlier work of Lave and Wenger (1991) had the notion of legitimate peripheral participation as the central process in Communities of Practice. In his later work, Wenger abandoned the concept of legitimate peripheral participation and used the idea the inherent tension in a duality instead (Wenger, 1998).

Wenger (1998) described CoPs in terms of the interplay of four fundamental dualities: participation vs reification, designed vs emergent, identification vs negotiability and local vs global although, possibly because of the possible link to Knowledge Management, the participation vs reification duality has been the focus of most interest.

Communities of Practice and Organizational Learning

For Etienne Wenger, learning is central to human identity. A primary focus of Wenger's work is on learning as social participation – the individual as an active participant in the practices of social communities, and in the construction of his/her identity through these communities. From this understanding develops the concept of the **community of practice**: a group of individuals participating in communal activity, and experiencing/continuously creating their shared identity through engaging in and contributing to

is required, at the stage at which it occurs, by the accepted purpose or direction of the talk exchange in which you are engaged." Though phrased as a prescriptive command, the principle is intended as a description of how people normally behave in conversation.

Put more simply, people who obey the cooperative principle in their language use will make sure that what they say in a conversation furthers the purpose of that conversation. Obviously, the requirements of different types of conversations will be different.

The cooperative principle can be divided into four maxims, called the Gricean maxims, describing specific rational principles observed by people who obey the cooperative principle; these principles enable effective communication.

They are:

Maxim of Quality
Be Truthful

- Do not say what you believe to be false.
- Do not say that for which you lack adequate evidence.

Maxim of Quantity
Quality of Information

- Make your con-

tribution as informative as is required for the current purposes of the exchange.
- Do not make your contribution more informative than is required.

Maxim of Relevance
Relevance
- Be relevant.

Maxim of Manner
Be Clear
- Avoid obscurity of expression. ("Eschew obfuscation")
- Avoid ambiguity. ("Espouse elucidation")
- Be brief. ("Avoid unnecessary prolixity")
- Be orderly.

the practices of their communities.

For Wenger, organizational learning of the deep conceptual type is best facilitated if the realities of communities of practice are recognised when the change process is designed.

"For organizations, … learning is an issue of sustaining the interconnected communities of practice through which an organization knows what it knows and thus becomes effective and valuable as an organisation" (Wenger, 1998, p. 8)

Wenger (1998) describes the "negotiation of meaning" as how we experience the world and our engagement in it as meaningful. If all change involves a process of learning, then effective change processes consciously facilitate negotiation of meaning. In his model, that negotiation consists of two interrelated components:

Reification: He describes this process as central to every practice. It involves taking that which is abstract and turning it into a "congealed" form, represented for example in documents and symbols. Reification is essential for preventing fluid and informal group activity from getting in the way of co-ordination and mutual understanding. Reification on its own, and insufficiently supported, is not able to support the learning process, however.

"But the power of reification – its succinctness, its portability, its potential physical presence, its focusing effect – is also its danger … Procedures can hide broader meanings in blind sequences of operations. And the knowledge of a formula can lead to the illusion that one fully understands the processes it describes." (Wenger, 1998, p. 61)

coopetition - a neologism coined to describe cooperative competition. Co-opetition occurs when companies work together for parts of their

Participation: Participation, the second element in the negotiation of meaning, requires active involvement in social processes. It involves participants not just in translating the reified description/prescription into embodied experience, but in recontextualising its meaning. Wenger describes participation as essential for

getting around the potential stiffness (or, alternatively, the ambiguity) of reification.

"… If we believe that people in organisations contribute to organisational goals by participating inventively in practices that can never be fully captured by institutionalised processes …. we will have to value the work of community building and make sure that participants have access to the resources necessary to learn what they need to learn in order to take actions and make decisions that fully engage their own knowledgeability." (Wenger, 1998, p. 10)

Crucially, Wenger describes the relationship between reification and participation as a dialectical one: neither element can be considered in isolation if the learning/change process is to be helpfully understood.

"Explicit knowledge is … not freed from the tacit. Formal processes are not freed from the informal. In fact, in terms of meaningfulness, the opposite is more likely … In general, viewed as reification, a more abstract formulation will require more intense and specific participation to remain meaningful, not less." (Wenger, 1998, p. 67)

Wenger calls the successful interaction of reification and participation the "alignment" of individuals with the communal learning task. Alignment requires the ability to co-ordinate perspectives and actions in order to direct energies to a common purpose. The challenge of alignment, Wenger suggests, is to connect local efforts to broader styles and discourses in ways that allow learners to invest their energy in them.

"Alignment requires specific forms of participation and reification to support the required co-ordination … With insufficient participation, our relations to broader enterprises tend to remain literal and procedural: our co-ordination tends to be based on compliance rather than participation in meaning … With insufficient reification, co-ordination across time and space may depend too much on the partiality of specific participants, or it may simply be too vague, illusory or contentious to create alignment." (Wenger, 1998, p. 187)

business where they do not believe they have competitive advantage, and where they believe they can share common costs. For instance, the cooperation between Peugeot and Toyota on shared components for a new city car for Europe in 2005. In this case, companies will save money on shared costs, while remaining fiercely competitive in other areas. For co-opetition to work, companies need to very clearly define where they are working together, and where they are competing.

counseling - as a psychological specialty is about usually one-on-one engagement between a trained counsellor, and a client (McLeod, 2003). In terms of its formal instantiation, its remit may involve facilitatating personal and interpersonal functioning across the life span with a focus on emotional, social, voca-

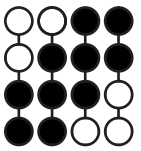
tional, educational, health-related, developmental, and organizational concerns. Through the integration of theory, research, and practice, and with a sensitivity to multicultural issues, this specialty encompasses a broad range of practices that help people improve their well-being, alleviate distress and maladjustment, resolve crises, and increase their ability to live more highly functioning lives.

To the extent that a deep conceptual change involves importing practices and perspectives from one community of practice into another, such change involves what Wenger calls "boundary encounters." Such encounters change the way each community defines its own identity and practice. Crucial to the success of the boundary encounter is the role of highly skilled "brokers", who straddle different communities of practice and facilitate the exchange process.

"The job of brokering is complex. It involves processes of translation, co-ordination and alignment between perspectives. It requires enough legitimacy to influence the development of a practice, mobilise attention and address conflicting interests. It also requires the ability to link practices by facilitating transactions between them, and to cause learning by introducing into a practice elements of another. Toward this end, brokering provides a participative connection – not because reification is not involved, but because what brokers press into service to connect practices is their experience of multi-membership and the possibilities for negotiation inherent in participation." (Wenger, 1998, p. 109)

counterproductive norms - is a situation that prevents a group, organization, or other collective entities from performing or accomplishing its originally stated function. This condition stems from multiple causes. Each group dynamic is unique and often a group may suffer from more than one of the causes.

Cooperative banking



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Cooperative banks, also called **mutual savings and loans**, exist in most parts of the world. They offer financial services on a cooperative basis.

Like credit unions, cooperative banks are owned by their customers and follow the cooperative principle of one person, one vote. Unlike credit unions however, cooperative banks are often regulated under both banking

and cooperative legislation. They provide services such as savings and loans to non-members as well as to members. Many cooperative banks are traded on public stock markets, meaning that they are partially owned by non-members.

Cooperative banking systems are also usually more integrated than credit union systems. Local branches of cooperative banks elect their own boards of directors and manage their own operations, but most strategic decisions require approval from the central office. Credit unions usually retain strategic decision-making at a local level, though they share 'back-office' functions like access to the global payments system by federating.

In North America

In North America, the *caisse populaire* movement started by Alphonse Desjardins in Quebec, Canada pioneered credit unions. Desjardins wanted to bring desperately needed financial protection to working people. In 1900, from his home in Lévis, Quebec, he opened North America's first credit union, marking the beginning of the Mouvement Desjardins.

The most inportant associations of Cooperative Banking, both based in Brussels, are CIBP (International Association of Cooperative Banks) gathering members from all around the world, and the European Assosiation of Co-operative Banks, more focused on raising their interests at european level.

In Europe

UK

British Building Societies developed into general-purpose savings & banking institutions with "one member, one vote" ownership and can be seen as a form of financial cooperative (although many 'de-mutualised' into conventionally-owned banks in the 1980s & 1990s). The UK Co-operative Group includes both an insurance provider CIS and the Co-operative Bank, both noted for

coworking - an emerging trend for a new pattern for working. Typically work-at-home professionals or independent contractors or people who travel frequently end up working in relative isolation. Coworking is the social gathering of a group of people, who are still working independently, but who share values and who are are interested in the synergy that can happen from working with talented people in the same space. Some coworking spaces were developed by nomadic internet entrepreneurs seeking an alternative to working in coffeeshops and cafes, or to isolation in independent or home offices. Business accelerators, business incubators and executive suites do not seem to fit into the coworking model, because they often miss the social,

collaborative, and informal aspects of the process, with management practices closer to that of a Cooperative, including a focus on community rather than profit. Many of the coworking participants are also participants in BarCamp and other related open source technology activities.

promoting ethical investment.

Continental Europe

Other important European cooperative banking systems include the Crédit Agricole, Crédit Mutuel, Banque Populaire and Caisse d'épargne in France, Rabobank in the Netherlands, BVR/DZ Bank in Germany, Banco Popolare, UBI Banca and Banca Popolare di Milano in Italy, Migros and Coop Bank in Switzerland and the Raiffeisen system in many Central and Eastern European countries. Spain, Austria, Poland and other European countries also have strong cooperative banks. They play an important role in providing mortgage and business credit. The cooperative banks that are members of the European Association of Co-operative Banks have 130 million customers, $4 trillion euros in assets, and 17% of Europe's deposits.

Cooperative banking networks, which were nationalized in Eastern Europe, work now as real cooperative institutions. The 584 cooperative banks in Poland have more than 9% share of Polish banking system. They have nearly 14 billion dollars in assets and have nearly 3,700 outlets.

craftivism - form of activism, typically for social justice, environmentalism or feminism, that is centred around practices of craft - especially handicrafts. Practitioners are known as craftivists. Organizations promoting and practising craftivism include The Revolutionary Knitting Circle.

In Scandinavia, there is a clear distinction between mutual savings banks (Sparbank) and true credit unions (Andelsbank).

In Asia and other continents

India

The origins of the cooperative banking movement in India can be traced to the close of nineteenth century when, inspired by the success of the experiments related to the cooperative movement in Britain and the cooperative credit movement in Germany, such societies were set up in India. Co-operative banks are an important constituent of the Indian Financial System.

In the Indian Banking System, Co-operative banks in India are known for its rural reach and form the primary financiers of agricultural based activities including

farming, cattle, milk, hatchery, personal finance etc. along with some small scale industries and self-employment driven activities.

Co operative Banks in India are registered under the Co-operative Societies Act. The cooperative bank is also regulated by the RBI. They are governed by the Banking Regulations Act 1949 and Banking Laws (Co-operative Societies) Act, 1965.

The Anyonya Co-operative Bank in India is considered to be the first cooperative bank in Asia.

Others

The more recent phenomena of Microcredit and microfinance are often based on a cooperative model and were first developed in third world countries, but are quickly spreading to the rest of the world. They focus on small business lending. In 2006, Muhammad Yunus founder of the Grameen Bank in Bangladesh won the Nobel Peace Prize for his development and pursuit of the microcredit concept.

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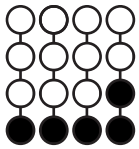


CO LIC REMIX SHAR

Copyleft is a play on the word copyright and describes the practice of using copyright law to remove restrictions on distributing copies and modified versions of a work for others and requiring that the same freedoms be preserved in modified versions.

Copyleft is a form of licensing and may be used to modify copyrights for works such as computer software, documents, music, and art. In general, copyright law allows

craigslist - is a central network of online communities, featuring free classified advertisements (with jobs, internships, housing, personals, for sale/ barter/wanted, services, community, gigs, resume, and pets categories) and forums on various topics.

Description

The service was founded in 1995 by Craig Newmark for the San Francisco Bay Area. After incorporation as a private for-profit company in 1999, Craigslist expanded into nine more U.S. cities in 2000, four each in 2001 and 2002, and 14 in 2003. As of September 2007, Craigslist had established itself in approximately 450 cities in 50 countries.

As of 2007, Craigslist operates with a staff of 24 people. Its sole source of revenue is paid job ads in select cities ($75 per ad for the San Francisco Bay Area; $25 per ad for New York, Los Angeles, San Diego, Boston, Seattle, Washington D.C., Chicago and recently Portland, Oregon) and paid broker apartment listings in New York City

($10 per ad).

The site serves over nine billion page views per month, putting it in 41th place overall among web sites world wide, ninth place overall among web sites in the United States (per Alexa.com on January 10, 2008), to over thirty million unique visitors. With over thirty million new classified advertisements each month, Craigslist is the leading classifieds service in any medium. The site receives over two million new job listings each month, making it one of the top job boards in the world. The classified advertisements range from traditional buy/sell ads and community announcements, to personal ads and even erotic services.

In December 2006, at the UBS Global Media Conference in New York, Craigslist CEO Jim Buckmaster told Wall Street analysts that Craigslist has little interest in maximizing profit, instead preferring to help users find cars, apartments, jobs, and dates.

The company does not formally disclose financial or ownership information.

an author to prohibit others from reproducing, adapting, or distributing copies of the author's work. In contrast, an author may, through a copyleft licensing scheme, give every person who receives a copy of a work permission to reproduce, adapt or distribute the work as long as any resulting copies or adaptations are also bound by the same copyleft licensing scheme. A widely used and originating copyleft license is the GNU General Public License. Similar licenses are available through Creative Commons — called Share-alike.

Copyleft may also be characterized as a copyright licensing scheme in which an author surrenders some but not all rights under copyright law. Instead of allowing a work to fall completely into the public domain (where no copyright restrictions are imposed), copyleft allows an author to impose some but not all copyright restrictions on those who want to engage in activities that would otherwise be considered copyright infringement. Under copyleft, copyright infringement may be avoided if the would-be infringer perpetuates the same copyleft scheme. For this reason copyleft licenses are also known as *reciprocal* licenses.

While **copyright** protects the rights of the creator by providing control of distribution and modification, the idea of **copyleft** is to grant Gratis freedom to all others. In this way, copyrighted works as if there were no copyright law on them, with one exception: copyleft also grants the open access to information useful in supporting modification (e.g. source code) by enforcing its publication, and allows the original author to be acknowledged.

History

An early example of copyleft was the Tiny BASIC project started in the newsletter of the People's Computer Company in 1975. Dennis Allison wrote a specification for a simple version of the BASIC programming language. This design did not support text strings and only used integer arithmetic. The goal was for the program to fit in 2 to 3 kilobytes of memory.

The Tiny BASIC contents of the newsletter soon became *Dr. Dobb's Journal of Tiny BASIC* with a subtitle of "Calisthenics & Orthodontia, Running Light Without Overbyte." Hobbyists began writing BASIC language interpreters for their microprocessor based home computers and sending the source code to Dr. Dobb's Journal and other magazines to be published. By the middle of 1976, Tiny BASIC interpreters were available for the Intel 8080, the Motorola 6800 and MOS Technology 6502 processors. This was a very successful open source project.

The May 1976 issue of *Dr. Dobbs Journal* had Li-Chen Wang's Palo Alto Tiny BASIC for the Intel 8080 microprocessor. The listing began with the usual title, author's name and date but it also had "@COPYLEFT ALL WRONGS RESERVED". A fellow Homebrew Computer Club member, Roger Rauskolb, modified and improved Li-Chen Wang's program and this was published in the December 1976 issue of *Interface Age* magazine. Roger added his name and preserved the COPYLEFT Notice.

A later instance of copyleft arose when Richard Stallman was working on a Lisp interpreter. Symbolics asked to use the Lisp interpreter, and Stallman agreed to supply them with a public domain version of his work. Symbolics extended and improved the Lisp interpreter, but when Stallman wanted access to the improvements that Symbolics had made to his interpreter, Symbolics refused. Stallman then, in 1984, proceeded to work towards eradicating this emerging behavior and culture of proprietary software, which he named *software hoarding*.

As Stallman deemed it impractical in the short term to eliminate current copyright law and the wrongs he perceived it perpetuating, he decided to work within the framework of existing law; he created his own copyright license, the Emacs General Public License , the first copyleft license. This later evolved into the GNU General Public License, which is now one of the most popular Free Software licenses. For the first time a copyright holder had taken steps to ensure that the maximal number of rights be perpetually transferred to a program's users, no matter

Analysts and commentators have reported varying figures for its annual revenue, ranging from $10 million in 2004, $20 million in 2005, and $25 million in 2006 to possibly $150 million in 2007. It is believed to be owned principally by Newmark, Buckmaster, and eBay (the three board members). eBay owns approximately 25%, and Newmark is believed to own the largest stake.

Background

Having observed people helping one another in a friendly, social and trusting community way on the Internet, the WELL, and Usenet, and feeling isolated as a relative newcomer to San Francisco, Craigslist founder Craig Newmark decided to create something similar for local events.

The first postings debuted in early 1995. The initial technology encountered some limits, so by June 1995 majordomo had been installed and the mailing list "craigslist" resumed operations. Most of the early postings were submitted by Newmark and were notices of social

events of interest to software and Internet developers living and working in San Francisco.

Soon, word of mouth led to rapid growth. Both subscribers and the number of postings grew rapidly. There was no moderation, so Newmark was surprised when people started using the mailing list for non-event postings. People trying to fill technical positions found that the list was a good way to reach people with the skills they were looking for. This led to the addition of a category for "jobs". User demand for more categories caused the list of categories to grow. About this time, community members started asking for a web interface. Newmark enlisted the help of volunteers and contractors to create a website user interface for the different mailing list categories.Needing a domain name for this, Craig registered "craigslist.org" (and later, "craigslist.com", to prevent the name "craigslist" from being used for other purposes). About this time, Newmark realized that the site was growing so fast that he could stop working as a

what subsequent revisions anyone made to the original program. This original GPL did not grant rights to the public at large, only those who had already received the program; but it was the best that could be done under existing law. The new license was not at this time given the copyleft label.

Richard Stallman stated that it comes from Don Hopkins, whom he calls a very imaginative fellow, who mailed him a letter in 1984 or 1985 on which was written: "Copyleft—all rights reversed." The term "kopyleft" with the notation "All Rites Reversed" was also in use in the early 1970s within the Principia Discordia, which may have inspired Hopkins or influenced other usage. And in the arts Ray Johnson had earlier coined the term independently as it pertained to his making of and distribution of his mixed media imagery in his mail art and ephemeral gifts, for which he encouraged the making of derivative works (While the phrase itself appears briefly as (or on) one of his pieces in the 2002 documentary *How to Draw a Bunny*, Johnson himself is not referenced in the 2001 documentary *Revolution OS*.)

There are definitional problems with the term "copyleft" which contribute to controversy over it. The term originated as an amusing back-formation from the term "copyright", and was originally a noun, meaning the copyright license terms of the GNU General Public License originated by Richard Stallman as part of the Free Software Foundation's work. When used as a verb, as in "he copylefted his most recent version", it is less precise and can refer to any of several similar licenses, or indeed a notional imaginary license for discussion purposes.

Some have suggested that copyleft became a divisive issue in the ideological strife between the Open Source Initiative and the free software movement. . However, there is evidence that copyleft is both accepted and proposed by both parties:

Applying copyleft

Common practice for using copyleft is to codify the

copying terms for a work with a license. Any such license typically gives each person possessing a copy of the work the same freedoms as the author, including (from the Free Software Definition):

1. the freedom to use and study the work,

2. the freedom to copy and share the work with others,

3. the freedom to modify the work,

4. the freedom to distribute modified and therefore derivative works.

These freedoms do not ensure that a derivative work will be distributed under the same liberal terms. In order for the work to be truly copyleft, the license has to ensure that the author of a derived work can only distribute such works under the same or equivalent license.

In addition to restrictions on copying, copyleft licenses address other possible impediments. These include ensuring the rights cannot be later revoked and requiring the work and its derivatives are provided in a form that facilitates modification. In software, this requires that the source code of the derived work is made available together with the software itself.

Copyleft licenses necessarily make creative use of relevant rules and laws. For example, when using copyright law, those who contribute to a work under copyleft usually must gain, defer or assign copyright holder status. By submitting the copyright of their contributions under a copyleft license, they deliberately give up some of the rights that normally follow from copyright, including the right to be the unique distributor of copies of the work.

Some laws used for copyleft licenses vary from one country to another, and may also be granted in terms that vary from country to country. For example, in some countries it is acceptable to sell a software product without warranty, in standard GNU GPL style (see articles 11 and 12 of the GNU GPL version 2), while in most European countries it is not permitted for a software distributor to waive all

software engineer and work full time running craigslist. By April 2000, there were nine employees working out of Newmark's apartment on Cole Street in San Francisco.

Newmark says that Craigslist works because it gives people a voice, a sense of community trust and even intimacy. Other factors he cites are consistency of down-to-earth values, customer service and simplicity. After first being approached about running banner ads, Newmark decided to keep Craigslist non-commercial.

creativity - a mental and social process involving the generation of new ideas or concepts, or new associations of the creative mind between existing ideas or concepts. An alternative conception of creativness is that it is

simply the act of making something new.

From a scientific point of view, the products of creative thought (sometimes referred to as divergent thought) are usually considered to have both originality and appropriateness. Creativity has been attributed variously to divine intervention, cognitive processes, the social environment, personality traits, and chance ("accident", "serendipity"). It has been associated with genius, mental illness and humour. Some say it is a trait we are born with; others say it can be taught with the application of simple techniques.

warranties regarding a sold product. For this reason the extent of such warranties are specified in most European copyleft licenses. Regarding that, see the CeCILL license, a license that allows one to use GNU GPL (see article 5.3.4 of CeCILL) in combination with a limited warranty (see article 9 of CeCILL).

Types of copyleft and relation to other licenses

Copyleft is a distinguishing feature of some free software licenses. Many free software licenses are not copyleft licenses because they do not require the licensee to distribute derivative works under the same license. There is an ongoing debate as to which class of license provides the greater degree of freedom. This debate hinges on complex issues such as the definition of freedom and whose freedoms are more important, or whether to maximize the freedom of all potential future recipients of a work (*freedom from* the creation of proprietary software). Non-copyleft free software licenses maximize the freedom of the initial recipient (*freedom to* create proprietary software).

In common with the Creative Commons share-alike licensing system, GNU's Free Documentation License allows authors to apply limitations to certain sections of their work, exempting some parts of their creation from the full copyleft mechanism. In the case of the GFDL, these limitations include the use of invariant sections, which may not be altered by future editors. The initial intention of the GFDL was as a device for supporting the documentation of copylefted software. However, the result is that it can be used for any kind of document.

credentials - A credential is an attestation of qualification, competence, or authority issued to an individual by a third party with a relevant de jure or de facto authority or assumed competence to do so. Examples of cre-

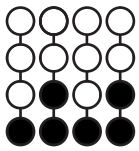
Is copyleft "viral"?

Copyleft licenses are sometimes referred to as **viral copyright licenses**, because any works derived from a copyleft work must themselves be copyleft when distributed (however, it must be noted that the terms of traditional copyright are more restrictive than any imposed by copyleft licenses). The term *General Public Virus* or *GNU Public Virus* (GPV) has a long history on the Internet,

dating back to shortly after the GPL was first conceived . Many BSD License advocates used the term derisively in regards to the GPL's tendency to absorb BSD licensed code without allowing the original BSD work to benefit from it, while at the same time promoting itself as "freer" than other licenses. More recently, Microsoft has used language with this term. The term *viral* is used as an analogy of computer viruses. According to FSF compliance engineer David Turner, it creates a misunderstanding and a fear of using copylefted free software.

Popular copyleft licenses such as the GPL have a clause allowing components to interact with non-copyleft components as long as the communication is abstract, such as executing a command-line tool with a set of switches or interacting with a Web server. As a consequence, even if one module of an otherwise non-copyleft product is placed under the GPL, it may still be legal for other components to communicate with it normally. This allowed communication may or may not include reusing libraries or routines via dynamic linking — some commentators say it does, the FSF asserts it does not and explicitly adds an exception allowing it in the license for the GNU Classpath re-implementation of the Java library.

dentials include academic diplomas, academic degrees, certifications, security clearances, identification documents, badges, passwords, user names, keys, powers of attorney, and so on. Sometimes publications, such as scientific papers or books, may be viewed as similar to credentials by some people, especially if the publication was peer reviewed or made in a well-known journal or reputable publisher. Credentials in information systems are widely used to control access to information or other resources. The classic combination of a user account number or name and a secret password is a widely-used example of IT credentials.



The CouchSurfing Project

P2P SHAR USER

The couchsurfing project (couchingsurfing.com) is a free international Internet-based hospitality service, and currently the largest hospitality exchange network. As of July 2008, it had more than 600,000 members in 231 countries and territories. From various indicators it can be estimated that many members were actively using

credit union - a cooperative financial institution that is privately owned and controlled by its members, and operated for the purpose of promoting thrift,

the website, with 40 percent offering their couches to host travelers (with another 22 percent saying "maybe" and others who are traveling at the moment).

Members use the website, initially designed by co-founder Casey Fenton, to coordinate accommodations. It features extensive profiles, and uses an optional credit card verification system, a personal vouching system, and personal references to increase security and trust. There are many other features on the site, such as interest discussion groups, meeting functionality, live chat and more.

Organization

CouchSurfing International Inc. is a not-for-profit corporation incorporated in the U.S. state of New Hampshire CouchSurfing is listed as a registered charity in New Hampshire.

The mission statement of CouchSurfing is *Participate in Creating a Better World, One Couch at a Time* : "CouchSurfing seeks to internationally network people and places, create educational exchanges, raise collective consciousness, spread tolerance and facilitate cultural understanding. As a community we strive to do our individual and collective parts to create a better world, and we believe that the surfing of couches is a means to accomplish this goal. CouchSurfing is not about the furniture, not just about finding free accommodations around the world; it's about making connections worldwide. We make the world a better place by opening our homes, our hearts, and our lives. We open our minds and welcome the knowledge that cultural exchange makes available. We create deep and meaningful connections that cross oceans, continents and cultures. CouchSurfing wants to change not only the way we travel, but how we relate to the world!"

How it works

Membership in the organization is free and is obtained simply by registering on the website. The core activity of

providing credit at reasonable rates, and providing other financial services to its members. Many credit unions exist to further community development or sustainable international development on a local level. Credit unions are not-for-profit organizations under United States law and the World Council of Credit Unions (WOCCU) defines credit unions as "not-for-profit cooperative institutions," but some credit unions outside of the United States may possibly view themselves as for-profit institutions that turn a profit for their members.

In the credit union context, the term "not-for-profit" should not be confused with "non-profit." Credit unions are "not-for-profit" because they operate to serve their members rather than to maximize profits. Credit unions are not charities or similar organizations that rely on donations; to the contrary, credit unions are financial institutions that must turn a what is, in economic terms, a small profit (i.e. "surplus") to be able to continue to serve their members. According to WOCCU,

the organization is exchange of accommodation. Acting as a host, a member offers the possibility of accommodation at his or her leisure; it is not required, but obviously it is encouraged. Acting as a *surfer* (guest), a traveller may search for and request accommodation at his or her destination. Accommodation is entirely consensual between the host and surfer, and the duration, nature, and terms of the surfer's stay are generally worked out in advance to the convenience of both parties. It is also expected to be free; no monetary exchange takes place except under certain circumstances (e.g. the surfer may compensate the host for food).

There are three methods to ensure security and trust, which are all visible on member profiles for potential hosts and surfers to see prior to arranging anything with each other:

- Personal references, which hosts and surfers could leave for each other at their option after having used the service.
- An optional credit card verification system, which allowed members to "lock in" their name and address by making a credit card payment and entering a code that CouchSurfing mails to the billing address. This also allows CS to recuperate some costs by requiring a fee for verification. For fairness the verification fee is based on a sliding scale, taking into account the Purchasing Power Parity and Human Development Index of the country of residence.
- A personal vouching system, whereby a member that had been vouched for — originally starting with the founders of the site — might in turn vouch for any number of other members he or she knew or had met through CouchSurfing, and trusts.

Volunteers within the project often arrange meetings or camps which are events that last several days and bring people together.

Since June 2006, the website has been run in large part by CouchSurfing Collectives, which are groups of CouchSurfers who get together in a chosen city to develop and improve CouchSurfing. The Collectives took place

a credit union's revenues (from loans and investments) do need to exceed its operating expenses and dividends (interest paid on deposits) in order to maintain capital and solvency and "credit unions use excess earnings to offer members more affordable loans, a higher return on savings, lower fees or new products and services."

Credit unions differ from banks and other financial institutions in that the members who have accounts in the credit union are the owners of the credit union and they elect their board of directors in a democratic one person-one vote system regardless of the amount of money invested in the credit union. In the microfinance context, "[c]redit unions provide a broader range of loan and savings products at a much cheaper cost [to its members] than do most microfinance institutions."

Credit unions are sometimes called by other names depending upon where the credit union is located; for example, credit unions are called "Savings and

Credit Cooperative Organizations" ("SACCOs") in many African countries "to emphasize savings before credit." Credit unions are often called "cooperativas de ahorro y crédito" in Spanish-speaking countries. In Mexico, however, a credit union is typically called a "caja popular."

Credit unions offer many of the same financial services as banks, often using a different terminology. Common services include: share accounts (savings accounts), share draft (checking) accounts, credit cards, share term certificates (certificates of deposit), and online banking.

Credit union policies governing interest rates and other matters are set by a volunteer Board of Directors elected by and from the membership itself. Only a member of a credit union may deposit money with the credit union, or borrow money from it. As such, credit unions have historically marketed themselves as providing superior member service and being committed to helping members improve their financial health.

in Montreal, Vienna, New Zealand and Thailand. A new Collective will take place in Alaska between June and August 2008.

Members who wish to volunteer for various tasks on the site and help spread the word about CouchSurfing in general may become *ambassadors*. Ambassadors must be verified and actively promote the CouchSurfing spirit among members and to the public. In addition to promoting use of the site, they greet new members, help with questions and other administrative tasks, and more, all on a volunteer basis.

Creative Commons

PLAT AG LIC

Creative Commons (CC) is a non-profit organization devoted to expanding the range of creative works available for others to build upon legally and to share. The organization has released several copyright licenses known as Creative Commons licenses. These licenses allow creators to easily communicate which rights they reserve, and which rights they waive for the benefit of other creators.

The Creative Commons licenses enable copyright holders to grant some or all of their rights to the public while retaining others through a variety of licensing and contract schemes including dedication to the public domain or open content licensing terms. The intention is to avoid the problems current copyright laws create for the sharing of information.

The project provides several free licenses that copyright owners can use when releasing their works on the Web. It also provides RDF/XML metadata that describes the license and the work, making it easier to automatically

process and locate licensed works. Creative Commons also provides a "Founders' Copyright" contract, intended to re-create the effects of the original U.S. Copyright created by the founders of the U.S. Constitution.

All these efforts, and more, are done to counter the effects of what Creative Commons considers to be a dominant and increasingly restrictive permission culture. In the words of Lawrence Lessig, founder of Creative Commons and former Chairman of the Board, it is "a culture in which creators get to create only with the permission of the powerful, or of creators from the past". Lessig maintains that modern culture is dominated by traditional content distributors in order to maintain and strengthen their monopolies on cultural products such as popular music and popular cinema, and that Creative Commons can provide alternatives to these restrictions.

The Creative Commons licenses were pre-dated by the Open Publication License and the GNU Free Documentation License (GFDL). The GFDL was intended mainly as a license for software documentation, but is also in active use by non-software projects such as Wikipedia. The Open Publication License is now largely defunct, and its creator suggests that new projects not use it. Both licenses contained optional parts that, in the opinions of critics, made them less "free". The GFDL differs from the CC licenses in its requirement that the licensed work be distributed in a form which is "transparent", i.e., not in a proprietary and/or confidential format.

Lawrence Lessig, the founder and former chairman, started the organization as an additional method of achieving the goals of his Supreme Court case, *Eldred v. Ashcroft*. The initial set of Creative Commons licenses was published on December 16, 2002.

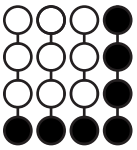
Creative Commons was officially launched in 2001 with the support of the Center for the Public Domain. The project launch had additional support from students and fellows at the Harvard Law School and the Stanford Law School Center for Internet and Society. Creative Commons

Credit unions exist in a wide range of sizes, ranging from volunteer operations with a handful of members to institutions with several billion dollars in assets and hundreds of thousands of members. Credit unions are typically smaller than banks, however, with -- as of 2007 -- the average U.S. credit union having $93 million in assets versus $1.53 billion in assets for the average U.S. bank.

critical consciousness - a popular education and social concept developed by renowned Brazilian pedagogue and educational theorist Paulo Freire to address a state of in-depth understanding about the world and

resulting freedom from oppression. The ancient Greeks first identified the essence of critical consciousness when philosophers encouraged their students to develop an "impulse and willingness to stand back from humanity and nature... [and] to make them objects of thought and criticism, and to search for their meaning and significance. Freire explains critical consciousness as a sociopolitical educative tool that engages learners in questioning the nature of their historical and social situation, which Freire addressed as "reading the world". The goal of critical consciousness, according to Freire, should be acting as subjects in the creation of democratic society. In education, Freire implies intergenerational equity between students and teachers in which both learn, both question, both reflect and both participate in meaning-making.

is now headquartered at offices in San Francisco. The organisation is run by the Creative Commons Board and a number small administrative staff and technical team, and is advised by a Technical Advisory Board.



Critical pedagogy

FAC CO

Critical pedagogy is a teaching approach which attempts to help students question and challenge domination, and the beliefs and practices that dominate. In other words, it is a theory and practice of helping students achieve critical consciousness. Critical pedagogue Ira Shor defines critical pedagogy as

"Habits of thought, reading, writing, and speaking which go beneath surface meaning, first impressions, dominant myths, official pronouncements, traditional clichés, received wisdom, and mere opinions, to understand the deep meaning, root causes, social context, ideology, and personal consequences of any action, event, object, process, organization, experience, text, subject matter, policy, mass media, or discourse." (*Empowering Education*, 129)

In his book, Critical Pedagogy (2008, second edition), Joe L. Kincheloe helps us understand the central dynamics of critical pedagogy:

"Advocates of critical pedagogy are aware that every minute of every hour that teachers teach, they are faced with complex decisions concerning justice, democracy,

and competing ethical claims. While they have to make individual determinations of what to do in these particular circumstances, they must concurrently deal with what John Goodlad (1994) calls the surrounding institutional morality. A central tenet of critical pedagogy maintains that the classroom, curricular, school structures teachers enter are not neutral sites waiting to be shaped by educational professionals. While such professionals do possess agency, this prerogative is not completely free and independent of decisions made previously by people operating with different values and shaped by the ideologies and cultural assumptions of their historical contexts. These contexts are shaped in the same ways language and knowledge are constructed, as historical power makes particular practices seem natural—as if they could have been constructed in no other way." (Chapter 1).

Later in this same work Kincheloe lists the basic concerns of critical pedagogy:

- all education is inherently political and all pedagogy must be aware of this condition
- a social and educational vision of justice and equality should ground all education
- issues of race, class, gender, sexuality, religion, and physical ability are all important domains of oppression and critical anti-hegemonic action.
- the alleviation of oppression and human suffering is a key dimension of educational purpose
- schools must not hurt students--good schools don't blame students for their failures or strip students of the knowledges they bring to the classroom
- all positions including critical pedagogy itself must be problematized and questioned
- the professionalism of teachers must be respected and part of the role of any educator involves becoming a scholar and a researcher

critical point - also called a critical state, specifies the conditions (temperature and pressure) at which a phase boundary ceases to exist. For example, consider a liquid-vapor system heated within a confined space. As temperature increases, the liquid density decreases while the density of the vapor increases. The critical point is defined as the temperature and pressure at which they become equal. The heat of vaporization is zero at and beyond this critical point, so there is no distinction between the two phases. The equilibrium system is a homogeneous supercritical fluid.

cross-fertilisation -
1. Fertilization by the union of gametes of different plants (sometimes of different species).
2. (by extension) The mutual exchange of ideas or concepts from different fields for mutual

benefit.

- education must both promote emancipatory change and the cultivation of the intellect--these goals should never be in conflict, they should be synergistic
- the politics of knowledge and issues of epistemology are central to understanding the way power operates in educational institutions to perpetuate privilege and to subjugate the marginalized--"validated" scientific knowledge can often be used as a basis of oppression as it is produced without an appreciation of how dominant power and culture shape it.
- education often reflects the interests and needs of new modes of colonialism and empire. Such dynamics must be exposed, understood, and acted upon as part of critical transformative praxis.

crowd psychology - or social facilitation theory, is a branch of social psychology. Ordinary people can typically gain direct power by acting collectively. Historically, because large groups of people have been able to bring about dramatic and sudden social change in a manner that bypasses established due process, they have also provoked controversy. There are many schools of theory in crowd psychology, one being the emergent-norm theory of crowd dynamics. This concedes that social behavior is never entirely predictable, but neither are crowds

Background

Critical pedagogy was heavily influenced by the works of Paulo Freire, arguably the most celebrated critical educator. According to his writings, Freire heavily endorses students' ability to think critically about their education situation; this way of thinking allows them to "recognize connections between their individual problems and experiences and the social contexts in which they are embedded." Realizing one's consciousness ("conscientization") is a needed first step of "praxis," which is defined as the power and know-how to take action against oppression while stressing the importance of liberating education. "Praxis involves engaging in a cycle of theory, application, evaluation, reflection, and then back to theory. Social transformation is the product of praxis at the collective level."

Postmodern, anti-racist, feminist, postcolonial, and queer theories all play a role in further explaining Freire's ideas of critical pedagogy, shifting its main focus on social class to include issues pertaining to religion, military identification, race, gender, sexuality, nationality, ethnicity, and age. Many contemporary critical pedagogues have embraced postmodern, anti-essentialist perspectives of

the individual, of language, and of power, "while at the same time retaining the Freirean emphasis on critique, disrupting oppressive regimes of power/knowledge, and social change."Contemporary critical educators, such as bell hooks appropriated by Peter McLaren, discuss in their criticisms the influence of many varied concerns, institutions, and social structures, "including globalization, the mass media, and race/spiritual relations," while citing reasons for resisting the possibilities to change. Joe L. Kincheloe and Shirley R. Steinberg have created the Paulo and Nita Freire Project for International Critical Pedagogy at McGill University . In line with Kincheloe and Steinberg's contributions to critical pedagogy, the project attempts to move the field to the next phase of its evolution. In this second phase critical pedagogy seeks to truly become a worldwide, decolonizing movement dedicated to listening to and learning from diverse discourses from peoples around the planet. Kincheloe and Steinberg are intent on not allowing critical pedagogy to become merely a North American phenomenon or a patriarchal one. In this listening and introspective phase critical pedagogy becomes better equipped to engage diverse peoples facing different forms of oppression in emancipatory experiences. Taking a cue from Sandy Grande and her discussion in Red Pedagogy of the fruitful negotiation between indigenous peoples and critical pedagogy, Kincheloe and Steinberg envision such dialogue with peoples around the world.

irrational, and that crowd behavior reflects the desires of participants, while it is also guided by norms that emerge as the situation unfolds. Emergent-norm theory points out that people in a crowd take on different roles. Some step forward as leaders; others become lieutenants, rank-and-file followers, inactive bystanders or even opponents. Each Member in the crowd plays a significant role.
Crowd psychology was a early study of the young, and very bright, Jim Morrison

Examples

History

During South African apartheid, legal racialization implemented by the regime drove members of the radical leftist Teachers' League of South Africa to employ critical pedagogy with a focus on nonracialism in Cape Town schools and prisons. Teachers collaborated loosely to subvert the racist curriculum and encourage critical examination of religious, military, political, and social circumstances in terms of spirit-friendly, humanist, and democratic ideologies. The efforts of such teachers are

crystallization - the (natural or artificial) process of formation of solid crystals precipitating from an identical solution or melt, or more rarely deposited directly from a gas. The crystallization process consists of

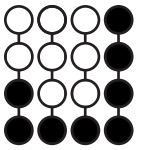
two major events, nucleation and crystal growth. Nucleation is the step where the solute molecules dispersed in the solvent start to gather into clusters, on the nanometer scale (elevating solute concentration in a small region), that becomes stable under the current operating conditions. These stable clusters constitute the nuclei. However when the clusters are not stable, they redissolve. Therefore, the clusters need to reach a critical size in order to become stable nuclei. Such critical size is dictated by the operating conditions (temperature, supersaturation, etc.). It is at the stage of nucleation that the atoms arrange in a defined and periodic manner that defines the crystal structure — note that "crystal structure" is a special term that refers to the relative arrangement of the atoms, not the macroscopic properties of the crystal (size and shape), although those are a result of the internal crystal structure.

The crystal growth is the subsequent growth of the nuclei that succeed in achieving the critical cluster size. Nucleation and growth continue to occur simultaneously while the supersaturation exists.

credited with having bolstered student resistance and activism.

Literature

Authors of critical pedagogy texts not only include Paulo Freire, as mentioned above, but also Michael Apple, Henry Giroux, Peter McLaren, Joe L. Kincheloe, Howard Zinn, and others. Educationalists including Jonathan Kozol and Parker Palmer are sometimes included in this category. Other critical pedagogues more known for their anti-schooling, unschooling, or deschooling perspectives include Ivan Illich, John Holt, Ira Shor, John Taylor Gatto, and Matt Hern. Much of the work draws on anarchism, feminism, marxism, Lukacs, Wilhelm Reich, post-colonialism, and the discourse theories of Edward Said, Antonio Gramsci and Michel Foucault. *Radical Teacher* is a magazine dedicated to critical pedagogy and issues of interest to critical educators. The Rouge Forum is an online organization led by people involved with critical pedagogy.



Crowdsourcing

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Crowdsourcing is a term for the act of taking a task traditionally performed by an employee or contractor, and outsourcing it to an undefined, generally large group of people, in the form of an open call. For example, the public may be invited to develop a new technology, carry out a design task, refine an algorithm or help capture, systematize or analyze large amounts of data (see also citizen science).

The term has become popular with business authors and journalists as shorthand for the trend of leveraging

the mass collaboration enabled by Web 2.0 technologies to achieve business goals. However, both the term and its underlying business models have attracted controversy and criticism.

History

The word was first coined by Jeff Howe in a June 2006 *Wired* magazine article . Though the term is new there are examples of projects being run on similar models for some time. In the 19th century, for example, the *Oxford English Dictionary* was written from volunteer contributions of millions of slips of paper. Recently, the Internet has been used to publicize and manage crowdsourcing projects.

Overview

In some cases the labor is well-compensated. In other cases the only rewards may be kudos or intellectual satisfaction. Crowdsourcing may produce solutions from amateurs or volunteers working in their spare time, or from small businesses which were unknown to the initiating organization.

Perceived benefits of crowdsourcing include:

i) Problems can be explored at comparatively little cost. ii) Payment is by results. iii)The organization can tap a wider range of talent than might be present in its own organisation.

The difference between crowdsourcing and ordinary outsourcing is that a task or problem is outsourced to the public, rather than another body. The difference between crowdsourcing and open source is that open source production is a cooperative activity initiated and voluntarily undertaken by members of the public. In crowdsourcing the activity is initiated by a client, and the work may be undertaken on an individual, as well as a group, basis.

Supersaturation is the driving force of the crystallization, hence the rate of nucleation and growth is driven by the existing supersaturation in the solution. Depending upon the conditions, either nucleation or growth may be predominant over the other, and as a result, crystals with different sizes and shapes are obtained (control of crystal size and shape constitutes one of the main challenges in industrial manufacturing, such as for pharmaceuticals). Once the supersaturation is exhausted, the solid-liquid system reaches equilibrium and the crystallization is complete, unless the operating conditions are modified from equilibrium so as to supersaturate the solution again.

Many compounds have the ability to crystallize with different crystal structures, a phenomenon called polymorphism. Each polymorph is in fact a different thermodynamic solid state and crystal polymorphs of the same compound exhibit different physical properties, such as dissolution rate, shape (angles between facets and facet growth rates), melting point, etc. For this reason, polymorphism is of

major importance in industrial manufacture of crystalline products.
Snow flakes are a very well known example, where subtle differences in crystal growth conditions result in different geometries.

culture - (from the Latin cultura stemming from colere, meaning "to cultivate") generally refers to patterns of human activity and the symbolic structures that give such activities significance and importance. Cultures can be "understood as systems of symbols and meanings that even their creators contest, that lack fixed boundaries, that are constantly in flux, and that interact and compete with one another"
Culture can be defined as all the ways of life including arts, beliefs and institutions of a population that are passed down from generation to generation. Culture has been called "the way of life for an entire society." As such, it includes codes of manners, dress, language, religion, rituals, games, norms of behavior such as law and morality, and systems of belief as well

Recent examples of crowdsourcing

Innovation Exchange is an open innovation vendor which emphasizes community diversity; it sources solutions to business problems from both experts as well as novices. Companies sponsor challenges which are responded to by individuals, people working in ad-hoc teams, or by small and midsize businesses. In contrast to sites focused primarily on innovation in the physical sciences, Innovation Exchange fosters product, service, process, and business model innovation.

Emporis, a provider of building data, has run the Emporis Community (a website where members can submit building information) since May 2000. Today, more than 1,000 members contribute building data throughout the world.

Since 2004, MoveOn.org has applied crowdsourcing to a variety of challenges related to organizing a political movement including phonebanking, field organizing via house parties, and the creation of ads against opponents.

In 2005, Amazon.com launched the Amazon Mechanical Turk, a platform on which crowdsourcing tasks called "HITs" (Human Intelligence Tasks") can be created and publicized and people can execute the tasks and be paid for doing so. Dubbed "Artificial Artificial Intelligence", it was named after The Turk, an 18th century chess-playing "machine".

Stardust@Home is an ongoing citizen science project, begun in 2006, utilizing internet volunteer "clickworkers" to find interstellar dust samples by inspecting 3D images from the Stardust spacecraft.

In 2006, the American online DVD rental company Netflix announced that they were offering a $1,000,000 prize for anybody who could improve their existing DVD rating system by at least 10%. Contest participants can download vast amounts of anonymised data from Netflix to test their proposals. In addition to the big prize Netflix is offering annual progress prizes of $50,000. So far 17,000 attempts

have been submitted; the best showing an improvement of 8.26% over Netflix's current system.

The Democratic National Committee launched FlipperTV in November 2007 and McCainpedia in May 2008 to crowdsource video gathered by Democratic trackers and research compiled by DNC staff in the hands of the public to do with as they choose — whether for a blog post, to create a YouTube video, etc.

Cambrian House applies a crowdsourcing model to identify and develop software and web-based businesses. Using a simple voting model, they attempt to find sticky software ideas that can be developed using a combination of internal and crowdsourced skills and effort.

Threadless, an Internet-based clothing retailer that sells t-shirts which have been designed by and rated by members of the public.

Galaxy Zoo, a citizen science project that lets members of the public classify a million galaxies from the Sloan Digital Sky Survey.

reCAPTCHA, used for deciphering ancient texts, by providing the ancient text (that can't be "read" properly by OCR software) to be read by end users of Captcha spam filter.

The British trust MyFootballClub announced on 17 November, 2007, that it had reached an agreement in principle, pending a due diligence investigation and members vote, to purchase Ebbsfleet United F.C. of the Blue Square Premier. The group will let its members vote on the composition of the team, the starting lineup, player transfers, and other matters.

In June 2007, Chicago Public Radio launched Vocalo.org, which generates its content from contributions by an online community

Wikipedia is often cited as a successful example of crowdsourcing, despite objections by co-founder Jimmy Wales to the term.

as the art.
Cultural anthropologists most commonly use the term "culture" to refer to the universal human capacity and activities to classify, codify and communicate their experiences materially and symbolically.

cybernetics - the interdisciplinary study of the structure of regulatory systems. Cybernetics is closely related to control theory and systems theory. Both in its origins and in its evolution in the second-half of the 20th century, cybernetics is equally applicable to physical and social (that is, language-based) systems.
Cybernetics is preeminent when the system under scrutiny is involved in a closed signal loop, where action by the system in an environment causes some change in the environment and that change is manifest to the system via information/feedback that causes changes in the way the system then behaves, and all this in service of a goal or goals. This "circular causal" relationship is necessary and sufficient

for a cybernetic perspective.

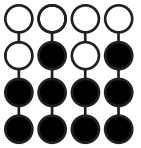
Example of cybernetic thinking. On the one hand a company is approached as a system in an environment. On the other hand cybernetic factory can be modeled as a control system.

Contemporary cybernetics began as an interdisciplinary study connecting the fields of control systems, electrical network theory, mechanical engineering, logic modeling, evolutionary biology, neuroscience, anthropology, and psychology in the 1940s, often attributed to the Macy Conferences.

Other fields of study which have influenced or been in fluenced by cybernetics include game theory, system theory (a mathematical counterpart to cybernetics), psychology (especially neuropsychology, behavioral psychology, cognitive psychology), philosophy, and architecture.

Example of cybernetic thinking. On the one hand a company is approached as a system in an environment. On the other hand a cybernetic factory can be modeled as a control system.

Culture for care



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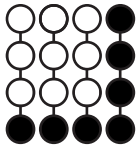
Culture of care is a system for building community within organization aimed at team activation, and cultivating access to and living the values of collaboration. The participants themselves bring forth their own perspectives; a intentional, interactive process facilitates their social blueprint to take form. Each participant has perspectives and wisdom that is integrated into the social building process. The organizational system is designed to bring forth group process in a proactive combination of mapping out intentions and working with the individual's talents, interests. The system aligns people with what turns them on, and works with understanding what shuts people down. The system builds on understanding social process over time to from the social cohesion for group dynamics to be successful. It intends to embed an awareness how a group can build a conscious social architecture.

Culture for care takes the position that to build a functioning collaborative social system the group needs to develop a language of collaboration, an understanding of how to address conflict. Culture for care cultivates group processies for relational interconnection, over time.Within the social building each person comes to see where they belong, and how they and others contribute supporting the whole.

The four primary steps of the process are:

1. Create a vision of what you would like your social blueprint to look like.

2. Outline what are the problems that stop this vision from happening.



Decentralization

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Decentralization is the process of dispersing decision-making governance closer to the people or citizen. It includes the dispersal of administration or governance in sectors or areas like engineering, management science, political science, political economy, sociology and economics. Decentralization is also possible in the dispersal of population and employment.Law , science and technological advancements lead to highly decentralized human endeavours.

A central theme in decentralization is the difference between a hierarchy, based on:

1. authority: two players in an unequal-power relationship; and
2. an interface: a lateral relationship between two players of roughly equal power.

The more decentralized a system is, the more it relies on lateral relationships, and the less it can rely on command or force. In most branches of engineering and economics, decentralization is narrowly defined as the study of markets and interfaces between parts of a system. This is most highly developed as general systems theory and neoclassical political economy.

Organizational Theory

Decentralization is the policy of delegating decision-making authority down to the lower levels in an organization, relatively away from and lower in a central authority. A decentralized organization shows fewer tiers in the organizational structure, wider span of control, and

dance improvisation - dance improvisation the creation of improvised movement and is sometimes associated with 20th century concert dance but is not exclusive to that genre.

Development of improvised movement material is facilitated through a variety of creative explorations including:

- body mapping
- body mind centering
- levels, shape and dynamics (see Laban Movement Analysis)
- sensory experiences
- touch / contact improvisation
- perceptual schema

Contrary to popular belief dance improvisation is not only about creating new movement but is also defined as freeing the body from habitual movement patterns.

a bottom-to-top flow of decision-making and flow of ideas.

In a centralized organization, the decisions are made by top executives or on the basis of pre-set policies. These decisions or policies are then enforced through several tiers of the organization after gradually broadening the span of control until it reaches the bottom tier.

In a more decentralized organization, the top executives delegate much of their decision-making authority to lower tiers of the organizational structure. As a correlation, the organization is likely to run on less rigid policies and wider spans of control among each officer of the organization. The wider spans of control also reduces the number of tiers within the organization, giving its structure a flat appearance. One advantage of this structure, if the correct controls are in place, will be the bottom-to-top flow of information, allowing all decisions among any official of the organization to be well informed about lower tier operations. For example, an experienced technician at the lowest tier of an organization might know how to increase the efficiency of the production, the bottom-to-top flow of information can allow for this knowledge to pass up to the executive officers.

deep ecology - a recent branch of ecological philosophy (ecosophy) that considers humankind an integral part of its environment. Deep ecology places greater value on non-human species, ecosystems and processes in nature than established environmental and green movements. Deep ecology has led to a new system of environmental ethics. The core principle of deep ecology as originally developed is Arne Næss's doctrine of biospheric egalitarianism — the claim that, like humanity, the living environment as a whole has the same right to live and flourish. Deep ecology describes itself as "deep" because it persists in asking deeper questions concerning "why" and "how" and thus is concerned with the fundamental philosophical questions about the impacts of human life

Decentralised Governance

Decentralization—the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations and/or the private sector —is a complex and multifaceted concept. It embraces a variety of concepts. Different types of decentralization shows different characteristics, policy implications, and conditions for success.

Political, administrative, fiscal, and market decentralization are the types of decentralization . Drawing distinctions between these various concepts is useful for highlighting the many dimensions of successful decentralization and the need for coordination among them. Nevertheless, there is clearly overlap in defining these terms and the

precise definitions are not as important as the need for a comprehensive approach (see Sharma, 2006). Political, administrative, fiscal and market decentralization can also appear in different forms and combinations across countries, within countries and even within sectors.

as one part of the ecosphere, rather than with a narrow view of ecology as a branch of biological science, and aims to avoid merely utilitarian environmentalism, which it argues is concerned with resource management of the environment for human purposes.

Political Decentralization

Political decentralization aims to give citizens or their elected representatives more power in public decision-making. It is often associated with pluralistic politics and representative government, but it can also support democratization by giving citizens, or their representatives, more influence in the formulation and implementation of policies. Advocates of political decentralization assume that decisions made with greater participation will be better informed and more relevant to diverse interests in society than those made only by national political authorities. The concept implies that the selection of representatives from local electoral constituency allows citizens to know better their political representatives and allows elected officials to know better the needs and desires of their constituents. Political decentralization often requires constitutional or statutory reforms, creation of local political units, and the encouragement of effective public interest groups.

deletionism & inclusionism - are opposing philosophies held by editors of the online encyclopedia Wikipedia, regarding the criteria for including or deleting content. On Wikipedia, deletionists generally argue for the deletion of articles that they allege are short and poorly written, unreferenced or referenced only by Web-based sources and blogs, that they claim fail the community standards of notability, or that they say exclusively

Administrative Decentralization

Administrative decentralization seeks to redistribute authority, responsibility and financial resources for providing public services among different levels of governance. It is the transfer of responsibility for the planning, financing and management of public functions from the central government or regional governments and its agencies to local governments, semi-autonomous public authorities or corporations, or area-wide, regional or functional authorities. The three major forms of administrative decentralization -- deconcentration, delegation, and devolution -- each have different characteristics.

- Deconcentration

Deconcentration is the weakest form of decentralization and is used most frequently in unitary states-- redistributes

contain trivia or popular culture references, as well as of other types of articles deemed unencyclopedic. Inclusionists call for retaining more content, for higher tolerance of "stub" articles, and for an acceptance of notable blogs and other Web-based sources. They also argue for fairness and good judgement in the deletion process.

decision making authority and financial and management responsibilities among different levels of the national government. It can merely shift responsibilities from central government officials in the capital city to those working in regions, provinces or districts, or it can create strong field administration or local administrative capacity under the supervision of central government ministries.

- Delegation

Delegation is a more extensive form of decentralization. Through delegation central governments transfer responsibility for decision-making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments delegate responsibilities when they create public enterprises or corporations, housing authorities, transportation authorities, special service districts, semi-autonomous school districts, regional development corporations, or special project implementation units. Usually these organizations have a great deal of discretion in decision-making. They may be exempted from constraints on regular civil service personnel and may be able to charge users directly for services.

- Devolution

Devolution is an administrative type of decentralisation. When governments devolve functions, they transfer authority for decision-making, finance, and management to quasi-autonomous units of local government with corporate status. Devolution usually transfers responsibilities for services to local governments that elect their own elected functionaries and councils, raise their own revenues, and have independent authority to make investment decisions. In a devolved system, local governments have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform public functions. Administrative decentralization always underlies most cases of political decentralization.

deliberative democracy - also sometimes called discursive democracy, is a term used by some political theorists, to refer to any system of political decisions based on some tradeoff of consensus decision making and representative democracy. In contrast to the traditional theory of democracy, which emphasizes voting as the central institution in democracy, deliberative democracy theorists argue that legitimate lawmaking can only arise from the public deliberation of the citizenry.

Fiscal Decentralization

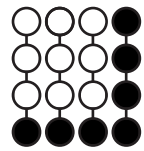
Dispersal of financial responsibility is a core component of decentralisation. If local governments and private organizations are to carry out decentralized functions effectively, they must have an adequate level of revenues – either raised locally or transferred from the central government– as well as the authority to make decisions about expenditures. Fiscal decentralization can take many forms, including

- self-financing or cost recovery through user charges,
- co-financing or co-production arrangements through which the users participate in providing services and infrastructure through monetary or labor contributions;
- expansion of local revenues through property or sales taxes, or indirect charges;
- intergovernmental transfers that shift general revenues from taxes collected by the central government to local governments for general or specific uses; and
- authorization of municipal borrowing and the mobilization of either national or local government resources through loan guarantees.

In many developing countries local governments or administrative units possess the legal authority to impose taxes, but the tax base is so weak and the dependence on central government subsidies so ingrained that no attempt is made to exercise that authority.

derivative work - In copyright law, a derivative work is an expressive creation that includes major, basic copyrighted aspects of an original, previously created first work. Even if a work is found to be an unauthorized derivative, an alleged infringer can escape liability via the defense of fair use.

Deep democracy



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Deep Democracy is a psycho-social-political paradigm

deschooling - a term used by both education philosophers and proponents of alternative education and/or homeschooling, though it refers to different things in each context.Philosophically, it refers to the be-

lief that schools and other learning institutions are incapable of providing the best possible education for some or most individuals. Some extend this concept beyond the individual and call for an end to schools in general. This is based on the belief that most people learn better by themselves, outside of an institutional environment, at a self-determined pace. This is the meaning of the term as used by Illich.

Another common criticism is that institutionalized schooling is used as a tool for the engineering of an ignorant, conformist working class through constant schedules and prearranged time blocks and one-size-fits-all teaching methods.

Practical alternatives arising in place of institutionalized learning have been free schools, unschooling at home and forming networks with other deschooling families and individuals.In a practical context, it refers to the mental process a person goes through after being removed from a formal schooling environment, when the "school mindset" is eroded over time. Deschooling may refer to the time period it takes for children removed from

and methodology. The term Deep Democracy was developed by Arnold Mindell in 1988 and first appeared in *Leader as Martial Artist* (Mindell, 1992). Mindell, a physicist and Jungian Analyst had researched and written extensively on how awareness creates reality and how we perceive it on different levels, creating different frameworks of reality. An example for this is how we perceive time: the measurable reality of the seconds ticking in a clock, the dreamlike "subjective" perception of time as it passes during an encounter with a lover, and the sentient essence of timelessness as we catch the moment of a sunrise that goes beyond time as we know it and replaces, for a moment, the concept of future with hope. Mindell calls his paradigm Processwork, which formulates these principles and demonstrates how they can be used in psychotherapy in many of his books. In the late eighties he started to formulate them as a political principle that he called *Deep Democracy*. Unlike "classical" democracy, which focuses on majority rule, Deep Democracy suggests that all voices, states of awareness, and frameworks of reality are important. Deep Democracy also suggests that the information carried within these voices, awarenesses, and frameworks are all needed to understand the complete process of the system. Deep Democracy is an attitude that focuses on the awareness of voices that are both central and marginal.

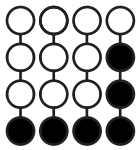
This type of awareness can be focused on groups, organizations, one's own inner experiences, people in conflict, etc. Allowing oneself to take seriously seemingly unimportant events and feelings can often bring unexpected solutions to both group and inner conflicts.

Although the term and the concepts of Deep Democracy are now being used by various groups in different ways they have a common denominator that Mindell describes so well: An experience of Deep Democracy as a process of flow in which all actors on the stage are needed to create the play that we are watching.

Numerous attempts to implement Deep Democracy are occurring simultaneously throughout the world. Just as

conventional democracy strives to include all people in a political process, Deep Democracy furthers this by striving to foster a deeper level of dialogue and inclusivity that is open to including not only all people in the sense of the right to vote but is also open to allowing space for various and competing views, tensions, feelings, and styles of communication in a way that supports awareness of relative rank, power, and privilege and the ways in which these tend to marginalize various views, individuals, and groups.

school to adjust to learning in an unstructured environment.



Del.icio.us

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Del.icio.us (pronounced "delicious") is a social bookmarking web service for storing, sharing, and discovering web bookmarks. The site was founded by Joshua Schachter in late 2003 and acquired by Yahoo! in 2005. It has more than three million users and 100 million bookmarked URLs.

Site description

Del.icio.us uses a non-hierarchical keyword categorization system in which users can tag each of their bookmarks with a number of freely chosen keywords (cf. folksonomy). A combined view of everyone's bookmarks with a given tag is available; for instance, the URL "http://del.icio.us/tag/wiki" displays all of the most recent links tagged "wiki". Its collective nature makes it possible to view bookmarks added by similar-minded users.

Del.icio.us has a "hotlist" on its home page and "popular" and "recent" pages, which help to make the website a conveyor of internet memes and trends.

diplomacy - the art and practice of conducting negotiations between representatives of groups or states. It usually refers to international diplomacy, the conduct of international relations through the intercession of professional diplomats with regard to issues of peace-making, trade, war, economics and culture. In an informal or social sense, diplomacy is the employment of tact to gain strategic advantage or to find mutually acceptable solutions to a common challenge, one set of tools being the phrasing of statements in a non-confrontational, or polite manner.

Many features have contributed to making Del.icio.us one of the most popular social bookmarking services. These include the website's simple interface, human-readable URL scheme, a novel domain name, a simple REST API, and RSS feeds for web syndication.

Use of Del.icio.us is free. The source code of the site is not available, but a user can download his or her own data through the site's API in an XML or JSON format, or export it to a standard Netscape bookmarks format.

All bookmarks posted to Del.icio.us are publicly viewable by default, although users can mark specific bookmarks as private, and imported bookmarks are private by default. The public aspect is emphasized; the site is not focused on storing private ("not shared") bookmark collections. Del.icio.us linkrolls, tagrolls, network badges, RSS feeds, and the site's daily blog posting feature can be used to display bookmarks on weblogs.

direct democracy - classically termed pure democracy, comprises a form of democracy and theory of civics wherein sovereignty is lodged in the assembly of all citizens who choose to participate. Depending on the particular system, this assembly might pass executive motions, make laws, elect and dismiss officials and conduct trials. Direct democracy stands in contrast to representative democracy, where sovereignty is exercised by a subset of the people, usually on the basis of election. However, it is possible to combine the two into representative direct democracy.
Modern direct democracy is characterized by three pillars:

- Initiative
- Referendum including binding referendums
- Recall

Referendums can include the ability to hold a binding referendum on whether a given law should be

History

The precursor to Del.icio.us was Muxway, a link blog that had grown out of a text file that Schachter maintained to keep track of links related to Memepool. In September 2003, Schachter released the first version of Del.icio.us. In March 2005, he left his day job to work on Del.icio.us full-time, and in April 2005 it received approximately $2 million in funding from investors including Union Square Ventures and Amazon.com. Yahoo! acquired Del.icio.us on December 9, 2005. Various guesses suggest it was sold for somewhere between US$15 million and US$30 million.

There are several competing social bookmarking services as well as a few open source clones.

Name

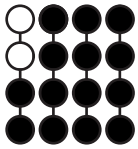
The "del.icio.us" domain name is an example of a domain hack, an unconventional combination of letters to form a word or phrase. Del.icio.us, though not the first domain of this nature, is the best-known and most frequently-

accessed domain hack. *Delicious.com* and *delicio.us* also redirect to the del.icio.us website.

In an interview, Schacter explained how he chose the name: "I'd registered the domain when .us opened the registry, and a quick test showed me the six letter suffixes that let me generate the most words. In early discussions, a friend referred to finding good links as 'eating cherries' and the metaphor stuck, I guess."

On September 6, 2007, Schachter said the website's name would change to "Delicious" when the site was redesigned at an unspecified date.

scrapped. This effectively grants the populace a veto on government legislation. Recalls gives the people the right to remove from office elected officials before the end of their term.



Drum circle

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A **drum circle** is any group of people playing (usually) hand-drums and percussion in a circle. They are distinct from a drumming group or troupe in that the drum circle is an end in itself rather than preparation for a performance. They can range in size from a handful of players to circles with thousands of participants.

In 1991, during testimony before the United States Senate Special Committee on Aging, Grateful Dead drummer Mickey Hart stated:

Typically, people gather to drum in drum "circles" with others from the surrounding community. The drum circle offers equality because there is no head or tail. It includes people of all ages. The main objective is to share rhythm and get in tune with each other and themselves. To form a group consciousness. To entrain and resonate. By entrainment, I mean that a new voice, a collective voice, emerges from the group as they drum together.

discipline - In its most general sense, discipline refers to systematic instruction given to a disciple. Self-discipline refers to the training that one gives one's self to accomplish a certain task or to adopt a particular pattern of behaviour, even though one would really rather be doing something else. For example, denying oneself of an extravagant pleasure in order to accomplish a more demanding charitable deed. Thus, self-discipline is the assertion of willpower over more base desires, and is usually understood to be a synonym of 'self control'. Self-discipline is to some extent a substitute for motivation, when one uses rea-

son to determine a best course of action that opposes one's desires.

Types of drum circles

In Western countries, drum circles have developed into three main types: "culturally specific", such as Samba bands or West African groups, "facilitated circles" with drums from any culture, and "anarchic" circles - improvised communal drumming with no designated musical leader.

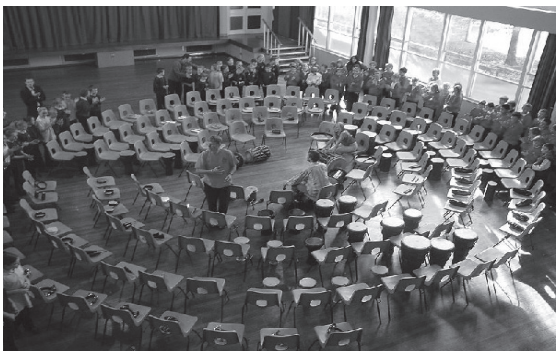
The culturally specific drum circle

This is generally an informal gathering of drummers and percussionists who have some knowledge and skill in sets of rhythms that are specific to a culture. They would tend to use instruments that are authentic in relation to that culture. They may be peer led or given structure by teachers or performers.

discussion board - Also called Internet forum, or message board, is an online discussion site. It is the modern equivalent of a traditional bulletin board, and a technological evolution of the dialup BBS (bulletin board system). Members submit topics for discussion (known as threads) and communicate with each other using publicly visible messages (referred to as posts) or private messaging.

The facilitated drum circle

A facilitated drum circle is a facilitated jam. Drums and/or percussion are handed out or already in place, and people come not to 'learn to drum' but simply to have fun playing together.



(left: a drum circle awaits 130 school children)

The facilitator guides and encourages the participants to create exciting in-the-moment music. The focus is on the connection and communication between the participants. Drums and percussion from any culture, homemade or junk instruments are usually welcome at such a circle. Noted drum circle facilitators include Arthur Hull, who has written two handbooks for would be facilitators, John Yost , and Christine Stevens who set out some Drum Circle Principles in her book *The Art and Heart of Drum Circles:*

"*There is no audience* - Everyone is part of the musical experience, *There is no rehearsal* - The music ... is improvised in the moment *There is no right or wrong* - The Drum Circle is a safe, permissive explorational environment.

There is no teacher - Instead, the drumcircle is lead by a facilitator who has the dual focus: to build musicality of the group while also building the sense of community and connection."

The anarchic drum circle

Anarchic drum circles are open gatherings of drummers with no formal leadership or moderation. The structure is often casual as the participants themselves are responsible for the starting and stopping of rhythms. Once a rhythm is introduced, others follow and contribute their own accents to build the beat organically until it either evolves into a new rhythm or loses its momentum and stops. Listening, improvisation and restraint are the keys to following the ever shifting layers of rhythm.

Drum Circles with a Spiritual focus

Solstice Drum Circles

Summer Solstice Drum circles are growing throughout the world and many of the participants are of various faiths. The summer solstice is the day of the year with the longest daylight period and hence the shortest night. Winter Solstice drum circles are also growing in popularity. The day of the winter solstice is the shortest day and the longest night of the year. These Winter Solstice drum circles are often referred to as "Drumming up the Sun", and will frequently begin before dawn.

Neopaganism

Neopagans have created another type of drum circle. At Neopagan festivals, people gather around a large bonfire, the drummers generally sitting on one side to encourage better listening. The musicians sit together and play while dancers dance and circle around the fire. Often, those present will stay and play throughout the night until dawn,

disorganisation - In sociology, the Social Disorganization Theory was one of the most important theories developed by the Chicago School, related to ecological theories. Thomas and Znaniecki (1918-1920) introduced the idea that a person's thinking processes and attitudes are constructed by the interaction between that person's situation and his or her behaviour. Attitudes are not innate but stem from a process of acculturation. Any proposed action will have social importance to an individual both because it relates to the objective situation within which the subject has to act, and because it has been shaped by attitudes formed through a lifetime of social and cultural experiences. This is based on the "four wishes" of the Thomas theorem, viz., "If men define situations as real, they are real in their consequences". These four wishes are the desire for new experiences, the desire for recognition, the desire for domination, and the desire for securi-

ty. Combined with the cultural values of a pre-existing situation, the four wishes give rise to certain attitudes which are subjectively defined meanings and shared experience, strongly emphasised and embodied in specific institutions. The root of new attitudes arises from the formation of new relationships and interaction between the person and the world outside the community. For example, the emergence of economics as an independent sphere reflected the tendency to reduce quality to a quantity in barter transactions and led to the development of money.

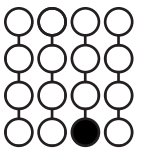
treating the evening as a magical (or alchemical) working. Sound is not limited to drumming alone; there is also chanting, singing, poetry, and spoken word pieces. This type of drum circle is not usually facilitated.

Shamanic drum circle

This type of circle tends to center around Native American Cultural Drums and rattles but is primarily focusing on the spiritual rather than the musical aspects of the culture. They are a facilitated circle but the leader is facilitating a shamanic journey type process rather than a musical event. Shamanic drumming is generally simple and repetitive, often considered as a form of prayer or method of trance induction, rather than as music or entertainment. During a shamanic trance or shamanic journey, the shaman uses the steady beat of the drum as a "lifeline" to find the way back to the world of ordinary consciousness.

Professional drum circle facilitators

Professional groups exist in most countries to serve various markets. They are firmly established as a team building activity in the world of corporate training and drum circle companies are regular visitors to schools. There is also a growing body of facilitators working in places such as hospitals, prisons, and hospices using drumming as a therapeutic tool.



Dunbar's number

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diversity - In the political arena, the term diversity (or diverse) is used to describe political entities (neighborhoods, cities, nations, student bodies, etc.) with members who

Dunbar's number is the supposed cognitive limit to the number of individuals with whom any one person can maintain stable social relationships: the kind of relationships that go with knowing who each person is

and how each person relates socially to every other person. Proponents assert that group sizes larger than this generally require more restricted rules, laws, and enforced policies and regulations to maintain a stable cohesion.

No precise value has been proposed for Dunbar's number, but a commonly cited approximate figure is 150.

Dunbar's number was first proposed by British anthropologist Robin Dunbar, who theorized that "this limit is a direct function of relative neocortex size, and that this in turn limits group size ... the limit imposed by neocortical processing capacity is simply on the number of individuals with whom a stable inter-personal relationship can be maintained." On the periphery, the number also includes past colleagues such as high school friends with whom a person would want to reacquaint themselves if they met again.

Research background

Primatologists have noted that, due to their highly social nature, non-human primates have to maintain personal contact with the other members of their social group, usually through grooming. Such social groups function as protective cliques within the physical groups in which the primates live. The number of social group members a primate can track appears to be limited by the volume of the neocortex region of their brain. This suggests that there is a species-specific index of the social group size, computable from the species' mean neocortex volume.

In a 1992 article, Dunbar used the correlation observed for non-human primates to predict a social group size for humans. Using a regression equation on data for 38 primate genera, Dunbar predicted a human "mean group size" of 148 (casually represented as 150), a result he considered exploratory due to the large error measure (a 95% confidence interval of 100 to 230).

Dunbar then compared this prediction with observable group sizes for humans. Beginning with the assumption that the current mean size of the human neocortex had

have identifiable differences in their backgrounds or lifestyles. The use of the term diversity may encompass differences in racial or ethnic classifications, age, gender, religion, philosophy, physical abilities, socioeconomic background, sexual orientation, gender identity, intelligence, mental health, physical health, genetic attributes, behavior, attractiveness, place of origin, cultural values, or political view as well as other identifying features.

Political creeds which support the idea that diversity is valuable and desirable hold that recognizing and promoting these diverse cultures may aid communication between people of different backgrounds and lifestyles, leading to greater knowledge, understanding, and peaceful coexistence.

developed about 250,000 years BCE, i.e. during the Pleistocene, Dunbar searched the anthropological and ethnographical literature for census-like group size information for various hunter-gatherer societies, the closest existing approximations to how anthropology reconstructs the Pleistocene societies. Dunbar noted that the groups fell into three categories — small, medium and large, equivalent to bands, cultural lineage groups and tribes — with respective size ranges of 30-50, 100-200 and 500-2500 members each.

Dunbar's surveys of village and tribe sizes also appeared to approximate this predicted value, including 150 as the estimated size of a neolithic farming village; 150 as the splitting point of Hutterite settlements; 200 as the upper bound on the number of academics in a discipline's sub-specialization; 150 as the basic unit size of professional armies in Roman antiquity and in modern times since the 16th century; and notions of appropriate company size.

Dunbar has argued that 150 would be the mean group size only for communities with a very high incentive to remain together. For a group of this size to remain cohesive, Dunbar speculated that as much as 42% of the group's time would have to be devoted to social grooming. Correspondingly, only groups under intense survival pressure, such as subsistence villages, nomadic tribes, and historical military groupings have, on average, achieved the 150-member mark. Moreover, Dunbar noted that such groups are almost always physically close: "... we might expect the upper limit on group size to depend on the degree of social dispersal. In dispersed societies, individuals will meet less often and will thus be less familiar with each, so group sizes should be smaller in consequence." Thus, the 150-member group would only occur because of absolute necessity, i.e. due to intense environmental and economic pressures.

Dunbar, author of *Grooming, Gossip, and the Evolution of Language*, proposes furthermore that language may have arisen as a "cheap" means of social grooming, allowing early humans to efficiently maintain social cohesion. Without language, Dunbar speculates, humans would

domain of discourse - sometimes called the universe of discourse, logical discourse, or simply discourse, is an analytic tool used in deductive logic, especially predicate logic. It indicates the relevant set of entities that are being dealt with by quantifiers. A database is a model of some aspect of the reality of an organisation. It is conventional to call this reality the "universe of discourse" or "domain of discourse".

dramaturgy - a sociological perspective stemming from symbolic interactionism. In dramaturgical sociology it is argued that human actions are dependent upon time, place, and audience. In other words, the self is a sense of who one is, a dramatic effect emerging from the immediate scene being presented. Erving Goffmanm its primary developer, forms a the-

have to expend nearly half their time on social grooming, which would have made productive, cooperative effort nearly impossible. Language may have allowed societies to remain cohesive, while reducing the need for physical and social intimacy.

Dunbar's number has since become of interest in anthropology, evolutionary psychology, statistics, and business management. Developers of social software are interested in it, as they need to know the size of social networks their software needs to take into account.

Popularization

1. Dunbar's number has been most popularized by Malcolm Gladwell's *The Tipping Point*, where it plays a central role in Gladwell's arguments about the dynamics of social groups.
2. In a 1985 paper titled "Psychology, Ideology, Utopia, & the Commons," psychologist Dennis Fox proposed the same concept as it is applied to anarchy, politics, and the tragedy of the commons.
3. Neo-Tribalists have also used it to support their critiques of modern society.
4. Recently, the number has been used in the study of Internet communities, especially MMORPGs such as Ultima Online, and social networking websites such as Facebook and MySpace.

atrical metaphor in defining the method in which one human being presents itself to another based on cultural values, norms, and expectations.

dynamics - (from Greek - dynamikos "powerful", from - dynamis "power") may refer to:

- Group dynamics, the study of social group processes.
- Psychodynamics, the study of the interrelationship of various parts of the mind, personality, or psyche as they relate to mental, emotional, or motivational forces especially at the subconscious level.
- Dynamic programming in computer science and control theory.

Eco-communalism

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Eco-communalism is an environmental philosophy based on ideals of simple living, local economies, and self-sufficiency (often associated with the ideologies of socialism, communalism, and sustainability). Eco-communalists envision a future in which the economic system of capitalism is replaced with a global web of economically interdependent and interconnected small local communities. Decentralized government, a focus on agriculture, and "green economics" are all tenets of eco-communalism.

History

Eco-communalism finds its roots in a diverse set of ideologies. These include the "pastoral reaction to industrialization of William Morris and the nineteenth-century social utopians (Thompson, 1993); the Small Is Beautiful philosophy of E.F. Schumacher (1972); and the traditionalism of Gandhi (1993)" (*Great Transition*, Pg. 18).

The term eco-communalism was first coined by the Global scenario group (GSG), which was convened in 1995 by Paul Raskin, president of the Tellus Institute. The GSG set out to describe and analyze scenarios for the future of the earth as it entered a Planetary Phase of Civilization. The GSG's scenario analysis resulted in a series of reports . Eco-communalism took shape in 2002 as one of six possible future scenarios put forth in the GSG's 99-page essay entitled "Great Transition: The Promise and Lure of the Times Ahead." This founding document describes eco-communalism as a "vision of a better life" which turns to "non-material dimensions of fulfillment – the quality of life, the quality of human solidarity and the quality of the

early adopter - someone that, in addition to using the vendor's product or technology, will also provide considerable and candid feedback to help the vendor refine its future product releases, as well as the associated means of distribution, service, and support.
The relationship is synergistic, with the customer having early (and sometimes unique, or at least uniquely early) access to an advantageous new product or technology.
In exchange for being an early adopter, and thus being exposed to the problems, risks, and annoyances common to early-stage product testing and deployment, the lighthouse customer is given especially attentive vendor assistance and support. The term is also commonly used retroactively to refer to a person who has applied a principle, or who used an unproven technology, prior

earth" (GT, Pg. 42).

Alternative scenarios

The eco-communalist vision is only part of GSG's scenario analysis in the Great Transition essay which is organized into three categories. The first, Conventional Worlds, sees capitalist values maintained and only market forces and incremental policy reform trying to curb environmental degradation. The second, Barbarization, is one in which environmental collapse leads to an overall social collapse. The third, Great Transition, is a pathway that includes the "social revolution of eco-communalism" (October 2005 Monthly Review John Bellamy Foster) which finds humanity changing its relationship with the environment. Eco-communalists would be actors in a broader global citizens movement.

Philosophy

At its core, eco-communalism holds a mindfulness (almost reverence) for sustainable development, a belief in human goodness, which often manifests itself through conflict resolution or multiculturalism. Also apparent is a longing for society to advance past reckless industrialism towards a more localized, environmentally palatable system.

Eco-communalism is often associated with eco-socialism, which emphasizes a movement away from capitalism and toward a less materialistic society. The word communalism itself is a term that describes social movements and theories which emphasize the centrality of the community, and eco-communalism ultimately sees the community as the catalyst to help propel the move away from greed and corporate irresponsibility. In 1983, E.F. Schumacher published Small Is Beautiful, a collection of essays in which he expressed the unsustainability of the modern world's consumption behavior and the need for a new outlook to prevent otherwise inevitable environmental collapse: "Ever bigger machines, entailing ever bigger concentrations of economic power and exerting ever greater violence against the environment, do not represent progress: they are a

to its being in fashion but which later became accepted and popularized.

eco-socialism - also called Green socialism or Socialist ecology is an ideology merging aspects of Marxism, socialism, Green politics, ecology and the anti-globalization movement. Eco-socialists generally believe that the expansion of the capitalist system is the cause of social exclusion, poverty and environmental degradation through globalization and imperialism, under the supervision of repressive states and transstatal structures; they advocate the non-violent dismantling of capitalism and the state, focusing on collective ownership of the means of production by freely associated producers and restoration of the Commons.

ecology - (from Greek, oikos, "house(hold)"; and , logia) is the scientific study of the distribution and abundance of life and the interactions between organisms and their natural environment. A product is considered "ecological" if it is either purely natural, or engineered specifically

to have minimum negative impact on the total natural environment. Generally, an ecological crisis occurs with the loss of adaptive capacity when the resilience of an environment or of a species or a population evolves in a way unfavourable to coping with perturbations that interfere with that ecosystem, landscape or species survival.In the modern age ecology is increasingly focused on the effect of modern human civilization on its natural environment. The founder of the distinct discipline of ecology which appeared at the turn of the 20th century was actually named Eugenius Warming. We rest our case.

ecology movement - a global movement is based upon environmental protection, and is one of several new social movements that emerged at the end of the sixties. As a values-driven social movement, it should be distinguished from the pre-existing science of ecology. The movement's growth has been stimulated by a widespread acknowledgement of an ecological crisis of our planet. Its views

denial of wisdom. Wisdom demands a new orientation of science and technology towards the organic, the gentle, the non-violent, the elegant and beautiful."

These are the ideas espoused in the philosophy of eco-communalism – rather than a world of capitalist states and their often exploited workers driven by their own greed, eco-communalism envisions a world in which government is decentralized, settlements are integrated with larger cities, local farming is the primary source of produce, and ecological thinking and interconnectedness are the new human values. As John Bellamy Foster describes in "Organizing Ecological Revolution," eco-communalism will be the achievement through revolutionary struggle of a more egalitarian society." It will be one in which "a vigilant civil society would foster more responsible corporate behavior and new values would change consumption and production patterns." The GSG gives eco-taxes, social subsidies, and green accounting as examples of how eco-communalism could be practically applied.

Real-world application

Eco-communalism has taken root all over the globe on different levels. Towns such as Auroville, Nimbin, and the Federation of Damanhur attempt to provide an environmentally low impact way of life. Larger groups such as the Findhorn Foundation provide education to help new communities form. In addition, all of these groups and more are collaborators in the Global Ecovillage Network; which strives to support eco-communalism worldwide. Eco community Transylvania will create eco communities based on the ancient Sekler heritage.

Ecovillage

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Ecovillages are intended to be socially, economically and ecologically sustainable intentional communities. Most aim for a population of 50-150 individuals because this size is considered to be the maximum social network according to findings from sociology and anthropology Larger ecovillages of up to 2,000 individuals may, however, exist as networks of smaller "*Eco-municipalities*" or subcommunities to create an ecovillage model that allows for social networks within a broader foundation of support.

Ecovillage members are united by shared ecological, social or spiritual values (*see* Intentional community). An ecovillage is often composed of people who have chosen an alternative to centralized power, water and sewage systems. Many see the breakdown of traditional forms of community, wasteful consumerist lifestyles, the destruction of natural habitat, urban sprawl, factory farming, and over-reliance on fossil fuels, as trends that must be changed to avert ecological disaster. They see small-scale communities with minimal ecological impact as an alternative. However, such communities often cooperate with peer villages in networks of their own (*see* Global Ecovillage Network for an example). This model of collective action is similar to that of Ten Thousand Villages, which supports the fair trade of goods worldwide.

Definition

In 1991, Robert Gilman set out a definition of an ecovillage that was to become a standard. Gilman defined an ecovillage as a:

on people, behaviors, events centered around the political and lifestyle implications of the science of ecology and the idea of nature as a value in itself. "Ecology movement" is an umbrella term for different groups, ideologies and attitudes.

EFF - The Electronic Frontier Foundation (EFF) is an international non-profit advocacy and legal organization based in the United States with the stated purpose of being dedicated to preserving the right to freedom of speech, such as protected by the First Amendment to the United States Constitution, in the context of today's digital age (see also digital rights). Its stated main goal is to educate the press, policymakers and the general public about civil liberties issues related to technology; and to act as a defender of those liberties. The EFF is supported by donations and is based in San Francisco, California, with staff members in Toronto, Washington, D.C., and Brussels, the seat of the European Union. They are also accredited observers at the World Intellectual Property Organization.

EFF has taken action in several ways; it provides or funds legal defense in court, defends individuals and new technologies from the chilling effects of what it considers baseless or misdirected legal threats, provides guidance to the government and courts, organizes political action and mass mailings, supports some new technologies which it believes preserve personal freedoms, maintains a database and web sites of related news and information, monitors and challenges potential legislation that it believes would infringe on personal liberties and fair use, and solicits a list of what it considers patent abuses with intentions to defeat those that it considers without merit.

efficiency - Efficient energy use, sometimes simply called energy efficiency, is using less energy to provide the same level of energy service. An example would be insulating a home to use less heating and cooling energy to achieve the same temperature. Another example would be installing fluorescent lights and/or skylights instead of incandescent lights to attain the same level of

- human-scale
- full-featured settlement
- in which human activities are harmlessly integrated into the natural world
- in a way that is supportive of healthy human development, and
- can be successfully continued into the indefinite future.

Note: In recent years, Gilman has stated that he would also add the criterion that an ecovillage must have *multiple centres of initiative*.

Characteristics of ecovillages

The principles on which ecovillages rely can be applied to urban and rural settings, as well as to developing and developed countries. Advocates seek a sustainable lifestyle (for example, of voluntary simplicity) for inhabitants with a minimum of trade outside the local area, or ecoregion. Many advocates also seek independence from existing infrastructures, although others, particularly in more urban settings, pursue more integration with existing infrastructure. Rural ecovillages are usually based on organic farming, permaculture and other approaches which promote ecosystem function and biodiversity. Ecovillages, whether urban or rural, tend to integrate community and ecological values within a principle-based approach to sustainability, such as permaculture design.

An ecovillage usually relies on:

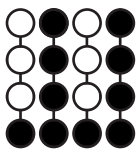
- "Green" infrastructural capital;
- autonomous building or clustered housing, to minimize ecological footprint;
- renewable energy;
- permaculture;

- cohousing or other forms of supportive community.

The goal of most ecovillages is to be a sustainable habitat providing for most of its needs on site. However self-sufficiency is not always a goal or desired outcome, specifically since self-sufficiency can conflict with goals to be a change agent for the wider culture and infrastructure. Its organization also usually depends upon some instructional capital or moral codes - a minimal civics sometimes characterized as eco-anarchism:

- local purchasing so as to support the local economy;
- local food production and distribution;
- moral purchasing to avoid objectionable consumption;
- consensus decision-making for governance;
- a choice to respect diversity.

The term *ecovillage* should not be confused with micronation, a strictly legal, not infrastructural, concept.



Emergence

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Emergence is a bottom up collaborative processes behavior 'emerges 'out of the system. The theory of emergence can show us some of how this works. An understanding of its scientific background can shed light how it might be applied to the social field.-AL

In philosophy, systems theory and the sciences, **emergence** refers to the way complex systems and patterns arise out of a multiplicity of relatively simple interactions. Emergence

illumination. Efficient energy use is achieved primarily by means of a more efficient technology or process rather than by changes in individual behaviour. Energy efficient buildings, industrial processes and transportation could reduce the world's energy needs in 2050 by one third, and be crucial in controlling global emissions of greenhouse gases, according to the International Energy Agency. Energy efficiency and renewable energy are said to be the "twin pillars" of sustainable energy policy. Punctuality, is the characteristic of being able to complete a required task or fulfill an obligation before or at a previously-designated time.Thus encreasing efficiency.

egalitarianism - a political doctrine that holds that all people should be treated as equals and have the same political, economic, social, and civil rights. Generally it applies to being held equal under the law and society at large. In actual practice, one may be considered an egalitarian in most areas listed above, even if not subscribing to equality in every possible area of individual differ-

ence.

ego - comprises that organized part of the personality structure which includes defensive, perceptual, intellectual-cognitive, and executive functions. Conscious awareness resides in the ego, although not all of the operations of the ego are conscious.
According to Freud,

"...The ego is that part of the id which has been modified by the direct influence of the external world ... The ego represents what may be called reason and common sense, in contrast to the id, which contains the passions ... in its relation to the id it is like a man on horseback, who has to hold in check the superior strength of the horse; with this difference, that the rider tries to do so with his own strength, while the ego uses borrowed forces." [Freud, The Ego and the Id (1923)]

In modern-day society, ego has many meanings. It could mean one's self-esteem; an inflated sense of self-worth; or in philosophical terms, one's self.

emergent evolution - the hy-

is central to the theories of complex systems.

Definitions

Professor Jeffrey Goldstein in the School of Business at Adelphi University provides a current definition of emergence in the journal, *Emergence*.(Goldstein 1999). For Goldstein, emergence can be defined as: "the arising of novel and coherent structures, patterns and properties during the process of self-organization in complex systems."

Goldstein's definition can be further elaborated to describe the qualities of this definition in more detail:

"The common characteristics are: (1) radical novelty (features not previously observed in systems); (2) coherence or correlation (meaning integrated wholes that maintain themselves over some period of time); (3) A global or macro "level" (i.e. there is some property of "wholeness"); (4) it is the product of a dynamical process (it evolves); and (5) it is "ostensive" - it can be perceived. For good measure, Goldstein throws in supervenience -- downward causation." - Corning

Strong vs. weak emergence

Emergence may be generally divided into two perspectives, that of "weak emergence" and "strong emergence". Weak emergence describes new properties arising in systems as a result of the interactions at an elemental level. Emergence, in this case, is merely part of the language, or model that is needed to describe a system's behaviour.

But if, on the other hand, systems can have qualities not directly traceable to the system's components, but rather to how those components interact, and one is willing to accept that a system supervenes on its components, then it is difficult to account for an emergent property's cause. These new qualities are irreducible to the system's constituent parts . The whole is greater than the sum of its parts. This view of emergence is called strong emergence.

Some fields in which strong emergence are more widely used include etiology, epistemology and ontology.

Regarding strong emergence, Mark A. Bedau observes:

"Although strong emergence is logically possible, it is uncomfortably like magic. How does an irreducible but supervenient downward causal power arise, since by definition it cannot be due to the aggregation of the micro-level potentialities? Such causal powers would be quite unlike anything within our scientific ken. This not only indicates how they will discomfort reasonable forms of materialism. Their mysteriousness will only heighten the traditional worry that emergence entails illegitimately getting something from nothing."

However, Corning says "the debate about whether or not the whole can be predicted from the properties of the parts misses the point. Wholes produce unique combined effects, but many of these effects may be co-determined by the context and the interactions between the whole and its environment(s)." Along that same thought, Arthur Koestler stated, "it is the synergistic effects produced by wholes that are the very cause of the evolution of complexity in nature" and used the metaphor of Janus to illustrate how the two perspectives (strong or holistic vs. weak or reductionistic) should be treated as perspectives, not exclusives, and should work together to address the issues of emergence. Further, Anderson says "The ability to reduce everything to simple fundamental laws does not imply the ability to start from those laws and reconstruct the universe.The constructionist hypothesis breaks down when confronted with the twin difficulties of scale and complexity. At each level of complexity entirely new properties appear. Psychology is not applied biology, nor is biology applied chemistry. We can now see that the whole becomes not merely more, but very different from the sum of its parts."

Objective or subjective quality

The properties of complexity and organization of any

pothesis that, in the course of evolution, some entirely new properties, such as life and consciousness, appear at certain critical points, usually because of an unpredictable rearrangement of the already existing entities. The concept has influenced the development of systems theory and complexity theory.

emergent properties - In philosophy, systems theory and the sciences, emergence is the way complex systems and patterns arise out of a multiplicity of relatively simple interactions. Emergence is central to the theories of integrative levels and of complex systems. An emergent behaviour or emergent property can appear when a number of simple entities (agents) operate in an environment, forming more complex behaviours as a collective. If emergence happens over disparate size scales, then the reason is usually a causal relation across different scales. In other words there is often a form of top-down feedback in systems with emergent properties. The processes from which emergent properties re-

sult may occur in either the observed or observing system, and can commonly be identified by their patterns of accumulating change, most generally called 'growth'. Why emergent behaviours occur include: intricate causal relations across different scales and feedback, known as interconnectivity.

empathic design - an approach to design where researchers or developers try to get closer to the lives and experiences of (putative, potential or future) end-users, and to apply what they learn together with end-users in the design process. The goal of empathic design is to ensure that the product or service designed meets end-users' needs and is usable.
Empathic design can be seen as a move of researchers and developers into the world of end-users, whereas participatory design can be seen as a move of end-users into the world of researchers and developers.

empathy - the capacity to recognize or understand another's state of mind or emotion. It is often characterized as the

system are considered by Crutchfield to be subjective qualities determined by the observer.

"Defining structure and detecting the emergence of complexity in nature are inherently subjective, though essential, scientific activities. Despite the difficulties, these problems can be analysed in terms of how model-building observers infer from measurements the computational capabilities embedded in non-linear processes. An observer's notion of what is ordered, what is random, and what is complex in its environment depends directly on its computational resources: the amount of raw measurement data, of memory, and of time available for estimation and inference. The discovery of structure in an environment depends more critically and subtly, though, on how those resources are organized. The descriptive power of the observer's chosen (or implicit) computational model class, for example, can be an overwhelming determinant in finding regularity in data."(Crutchfield 1994)

On the other hand, Peter Corning argues "Must the synergies be perceived/observed in order to qualify as emergent effects, as some theorists claim? Most emphatically not. The synergies associated with emergence are real and measurable, even if nobody is there to observe them."

Emergence in philosophy

In philosophy, **emergence** is often understood to be a much stronger claim about the etiology of a system's properties. An emergent property of a system, in this context, is one that is not a property of any component of that system, but is still a feature of the system as a whole. Nicolai Hartmann, one of the first modern philosophers to write on emergence, termed this *categorial novum* (new category).

Emergent properties and processes

An **emergent behaviour** or **emergent property** can appear when a number of simple entities (agents) operate

in an environment, forming more complex behaviours as a collective. If emergence happens over disparate size scales, then the reason is usually a causal relation across different scales. In other words there is often a form of top-down feedback in systems with emergent properties. The processes from which emergent properties result may occur in either the observed or observing system, and can commonly be identified by their patterns of accumulating change, most generally called 'growth'. Why emergent behaviours occur include: intricate causal relations across different scales and feedback, known as interconnectivity. The emergent property itself may be either very predictable or unpredictable and unprecedented, and represent a new level of the system's evolution. The complex behaviour or properties are not a property of any single such entity, nor can they easily be predicted or deduced from behaviour in the lower-level entities: they are irreducible. No physical property of an individual molecule of air would lead one to think that a large collection of them will transmit sound. The shape and behaviour of a flock of birds or shoal of fish are also good examples.

One reason why emergent behaviour is hard to predict is that the number of interactions between components of a system increases combinatorially with the number of components, thus potentially allowing for many new and subtle types of behaviour to emerge. For example, the possible interactions between groups of molecules grows enormously with the number of molecules such that it is impossible for a computer to even count the number of arrangements for a system as small as 20 molecules.

On the other hand, merely having a large number of interactions is not enough by itself to guarantee emergent behaviour; many of the interactions may be negligible or irrelevant, or may cancel each other out. In some cases, a large number of interactions can in fact work against the emergence of interesting behaviour, by creating a lot of "noise" to drown out any emerging "signal"; the emergent behaviour may need to be temporarily isolated from other interactions before it reaches enough critical mass to be self-supporting. Thus it is not just the sheer number of

ability to "put oneself into another's shoes", or to in some way experience the outlook or emotions of another being within oneself. Empathy does not necessarily imply compassion, because this capacity can be present in context of compassionate or cruel behavior. The English word is derived from the Greek ἐμπάθεια (empatheia), "physical affection, passion, partiality" which comes from ἐν (en), "in, at" + πάθος (pathos), "feeling". The term was adapted by Theodore Lipps to create the German word Einfühlung ("feeling into") from which the English term is then more directly derived.

end-users - Economics and commerce define an end-user as the person who uses a product. The end-user or consumer may differ from the person who purchases the product. For instance, a zookeeper, the customer, might purchase elephant food for an end-user: the elephant.
In contracts, the term 'end-user' becomes a legal construct referring to a non-reseller. This definition characterises the store the zookeeper bought food from as a

non-end-user, but the zookeeper as an end-user. This legal construct most often appears in End User License Agreements, also known as EULAs.

enterprise social software - also known as Enterprise 2.0, is a term describing social software used in "enterprise" (business) contexts. It includes social and networked modifications to company intranets and other classic software platforms used by large companies to organize their communication. In contrast to traditional enterprise software, which imposes structure prior to use, this generation of software tends to encourage use prior to providing structure.

entrepreneurship - the practice of starting new organizations or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities. Entrepreneurship is often a difficult undertaking, as a vast majority of new businesses fail. Entrepreneurial activities are substantially different depending on the type of organization that is being started.

connections between components which encourages emergence; it is also how these connections are organised. A hierarchical organisation is one example that can generate emergent behaviour (a bureaucracy may behave in a way quite different from that of the individual humans in that bureaucracy); but perhaps more interestingly, emergent behaviour can also arise from more decentralized organisational structures, such as a marketplace. In some cases, the system has to reach a combined threshold of diversity, organisation, and connectivity before emergent behaviour appears.

Unintended consequences and side effects are closely related to emergent properties. Luc Steels writes: *"A component has a particular functionality but this is not recognizable as a subfunction of the global functionality. Instead a component implements a behaviour whose side effect contributes to the global functionality [...] Each behaviour has a side effect and the sum of the side effects gives the desired functionality"*. In other words, the global or macroscopic functionality of a system with "emergent functionality" is the sum of all "side effects", of all emergent properties and functionalities.

Systems with emergent properties or emergent structures may appear to defy entropic principles and the second law of thermodynamics, because they form and increase order despite the lack of command and central control. This is possible because open systems can extract information and order out of the environment.

Emergent structures in nature

Emergent structures are patterns not created by a single event or rule. Nothing commands the system to form a pattern. Instead, the interaction of each part with its immediate surroundings causes a complex chain of processes leading to some order. One might conclude that emergent structures are more than the sum of their parts because the emergent order will not arise if the various parts are simply coexisting; the interaction of these parts is central. Emergent structures can be found in many natural phenomena, from the physical to the biological

domain. For example, the shape of weather phenomena such as hurricanes are emergent structures.

It is useful to distinguish three forms of emergent structures. A **first-order** emergent structure occurs as a result of shape interactions (for example, hydrogen bonds in water molecules lead to surface tension). A **Second-order** emergent structure involves shape interactions played out sequentially over time (for example, changing atmospheric conditions as a snowflake falls to the ground build upon and alter its form). Finally, a **third-order** emergent structure is a consequence of shape, time, and heritable instructions. For example, an organism's genetic code sets boundary conditions on the interaction of biological systems in space and time.

Non-living, physical systems

In physics, emergence is used to describe a property, law, or phenomenon which occurs at macroscopic scales (in space or time) but not at microscopic scales, despite the fact that a macroscopic system can be viewed as a very large ensemble of microscopic systems.

An emergent property need not be more complicated than the underlying non-emergent properties which generate it. For instance, the laws of thermodynamics are remarkably simple, even if the laws which govern the interactions between component particles are complex. The term emergence in physics is thus used not to signify complexity, but rather to distinguish which laws and concepts apply to macroscopic scales, and which ones apply to microscopic scales.

Some examples include:

Patterned ground: the distinct, and often symmetrical geometric shapes formed by ground material in periglacial regions.

Convection in a fluid or gas is another example of emergent macroscopic behaviour that makes sense only when considering differentials of temperature. Convection

Entrepreneurship ranges in scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities. Many "high-profile" entrepreneurial ventures seek venture capital or angel funding in order to raise capital to build the business. Angel investors generally seek returns of 20-30% and more extensive involvement in the business. Many kinds of organizations now exist to support would-be entrepreneurs, including specialized government agencies, business incubators, science parks, and some NGOs.

entropy - a measure of the unavailability of a system's energy to do work. Entropy, historically, has often been associated with the amount of order, disorder, and/or chaos in a thermodynamic system. An important law of physics, the second law of thermodynamics, states that the total entropy of any isolated thermodynamic system tends to increase over time, approaching a maximum value. The traditional definition of entropy is that it refers to changes in the status

quo of the system and is a measure of "molecular disorder" and the amount of wasted energy in a dynamical energy transformation from one state or form to another. Entropy is also considered measure of the "multiplicity" associated with the state of the objects.

If a given state can be accomplished in many more ways, then it is more probable than one which can be accomplished in only a few ways.

This means that if a given ordered state can be accomplished in many more ways than a disordered state, multiplicity will favor this state. Thus entropy can choose order as well as disorder. Entropy is the only quantity in the physical sciences that "picks" a particular direction for time, sometimes called an arrow of time. As we go "forward" in time, the Second Law of Thermodynamics tells us that the entropy of an isolated system tends to increase or remain the same; it will not decrease. Hence, from one perspective, entropy measurement is thought of as a kind of clock.

Social entropy

Social entropy is a macrosociological systems theory. Social Entropy is a measure of the natural

cells, particularly Bénard cells, are an example of a self-organizing system (more specifically, a dissipative system) whose structure is determined both by the constraints of the system and by random perturbations: the possible realizations of the shape and size of the cells depends on the temperature gradient as well as the nature of the fluid and shape of the container, but which configurations are actually realized is due to random perturbations (thus these systems exhibit a form of symmetry breaking).

Living, biological systems

Life is a major source of complexity, and evolution is the major principle or driving force behind life. In this view, evolution is the main reason for the growth of complexity in the natural world. If we speak of the emergence of complex living beings and life-forms, we refer therefore to processes of sudden changes in evolution.

Flocking is a well-known behaviour in many animal species from swarming locusts to fish and birds. Emergent structures are a common strategy found in many animal groups: colonies of ants, mounds built by termites, swarms of bees, shoals/schools of fish, flocks of birds, and herds/packs of mammals.

An example to consider in detail is an ant colony. The queen does not give direct orders and does not tell the ants what to do. Instead, each ant reacts to stimuli in the form of chemical scent from larvae, other ants, intruders, food and build up of waste, and leaves behind a chemical trail, which, in turn, provides a stimulus to other ants. Here each ant is an autonomous unit that reacts depending only on its local environment and the genetically encoded rules for its variety of ant. Despite the lack of centralized decision making, ant colonies exhibit complex behavior and have even been able to demonstrate the ability to solve geometric problems. For example, colonies routinely find the maximum distance from all colony entrances to dispose of dead bodies.

A broader example of emergent properties in biology is the combination of individual atoms to form molecules such

as polypeptide chains, which in turn fold and refold to form proteins. These proteins, assuming their functional status from their spatial conformation, interact together to achieve higher biological functions and eventually create - organelles, cells, tissues, organs, organ systems, organisms. Cascade phenotype reactions, as detailed in Chaos theory, may arise from individual genes mutating respective positioning. In turn, all the biological communities in the world form the biosphere, where its human participants form societies, and the complex interactions of meta-social systems such as the stock market.

Emergence in culture and engineering

Emergent processes or behaviours can be seen in many places, such as traffic patterns, cities, political systems of governance, cabal and market-dominant minority phenomena in politics and economics, organizational phenomena in computer simulations and cellular automata.

Economics

The stock market is an example of emergence on a grand scale. As a whole it precisely regulates the relative security prices of companies across the world, yet it has no leader; there is no one entity which controls the workings of the entire market. Agents, or investors, have knowledge of only a limited number of companies within their portfolio, and must follow the regulatory rules of the market and analyse the transactions individually or in large groupings. Trends and patterns emerge which are studied intensively by technical analysts.

World Wide Web

The World Wide Web (WWW) is a popular example of a decentralized system exhibiting emergent properties. There is no central organization rationing the number of links, yet the number of links pointing to each page follows a power law in which a few pages are linked to many times and most pages are seldom linked to. A related property of

decay within a social system. It can refer to the decomposition of social structure or of the disappearance of social distinctions. Much of the energy consumed by a social organisation is spent to maintain its structure, counteracting social entropy, e.g., through legal institutions, education and even the promotion of television viewing. Anarchy is the maximum state of social entropy. Social Entropy predicts that as creative intelligence becomes more powerful, society's cohesion becomes weaker. This assumption however fails to account for emergent and self-perpetuating social systems.

envisioning - to imagine, to produce in the mind. It is generally a term used to indicate how one uses mental power to effect the future in some way. Envisioning a solution often does not require that the imaginations generated are plausible, but rather it exists as an open creative space in which optimal endpoints are recognized, which are then traced back from to determine how one might arrive at that envisioned point.

It is a key component of New Thought, which posits that thought, and therefore imagination, plays a definite role in manifestation.

EQ - Emotional Intelligence (EI), often measured as an Emotional Intelligence Quotient (EQ), describes an ability, capacity, skill or (in the case of the trait EI model) a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. In 1983, Howard Gardner's Frames of Mind: The Theory of Multiple Intelligences introduced the idea of Multiple Intelligences which included both Interpersonal intelligence (the capacity to understand the intentions, motivations and desires of other people) and Intrapersonal intelligence (the capacity to understand oneself, to appreciate one's feelings, fears and motivations). In Gardner's view, traditional types of intelligence, such as IQ, fail to fully explain cognitive ability. The first use of the term "Emotional Intelligence" is usually attributed to Wayne Payne's doctoral thesis, A study of emotion: Developing emo-

the network of links in the World Wide Web is that almost any pair of pages can be connected to each other through a relatively short chain of links. Although relatively well known now, this property was initially unexpected in an unregulated network. It is shared with many other types of networks called small-world networks.

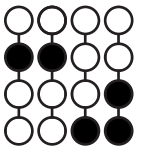
Architecture and cities

Emergent structures appear at many different levels of organization or as spontaneous order. Emergent self-organization appears frequently in cities where no planning or zoning entity predetermines the layout of the city. The interdisciplinary study of emergent behaviors is not generally considered a homogeneous field, but divided across its application or problem domains.

Often architects and landscapers will not design all the pathways of a complex of buildings. Instead they will let usage patterns emerge and then place pavement where pathways have become worn in.

Language

It has been argued that language, or at least language change, are emergence phenomena. While each speaker merely tries to reach his own communicative goals, he uses language in a particular way. If enough speakers behave in that way, language is changed.



Encyclopedia of Earth

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The ***Encyclopedia of Earth*** (also **EoE**) is an electronic

reference about the Earth, its natural environments, and their interaction with society. The *Encyclopedia* is described as a free, fully searchable collection of articles written by scholars, professionals, educators, and other approved experts, who collaborate and review each others' work. The articles are written in non-technical language and are intended to be useful to students, educators, scholars, and professionals, as well as to the general public.

The Encyclopedia of Earth is a component of the larger Earth Portal (part of the Digital Universe project), which is a constellation of subject-specific information portals that contain news services, structured metadata, a federated environmental search engine, and other information resources. The technology platform for the *Encyclopedia of Earth* was designed, built, and maintained by ManyOne Networks.

Authoring and publishing process

Articles are written, edited, and published in a two-step process:

1. Content for the *Encyclopedia* is created, maintained, and governed by group of experts via a restricted-access wiki that uses a modified version of Mediawiki.

2. Upon completion, content is reviewed and approved by Topic Editors, and then published to the free public site.

Content may be continuously revised and updated on the authors' wiki, but revised articles require review and reapproval before revisions are displayed on the public site.

The *Encyclopedia* has a stated policy regarding neutrality and fairness that requires articles, when touching upon any issue of controversy, to represent every different view on a subject that attracts a significant portion of adherents, with each such view and its arguments or evidence being expressed as fairly and sympathetically as possible.

tional intelligence from 1985 . However, prior to this, the term "emotional intelligence" had appeared in Leuner (1966). Greenspan (1989) also put forward an EI model, followed by Salovey and Mayer (1990), and Goleman(1995). It is a relatively new area of psychological research. The definition of EI is constantly changing. As a result of the growing acknowledgement of professionals for the importance and relevance of emotions to work outcomes , the research on the topic continued to gain momentum, but it wasn't until the publication of Daniel Goleman's best seller Emotional Intelligence: Why It Can Matter More Than IQ that the term became widely popularized.

eternal September - (also Never-ending September, The Long September, September that never ended, perpetual September, or endless September) , according to the Internet slang glossary the Jargon File, is a Usenet slang expression, coined by Dave Fischer, for the period beginning September 1993. The expression encapsulates

the belief that an endless influx of new users (newbies) since that date has continuously degraded standards of discourse and behavior on Usenet and the wider Internet.

ethical investment - also known as socially responsible investing or sustainable investing describes an investment strategy which seeks to maximize both financial return and social good. In general, socially responsible investors favor corporate best practices that promote environmental stewardship, consumer protection, human rights, and diversity. Some (but not all) avoid businesses involved in alcohol, tobacco, gambling, weapons, the military, and/or abortion.

expert - someone widely recognized as a reliable source of technique or skill whose faculty for judging or deciding rightly, justly, or wisely is accorded authority and status by their peers or the public in a specific well distinguished domain. An expert, more generally, is a person with extensive knowledge or ability in a particular area of study. Experts are called in for

According to this neutrality policy, the *Encyclopedia* itself does not advocate positions on environmental issues.

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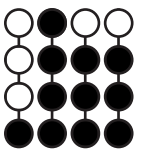
People

The authors and topic editors are made up of scientists, educators, and professionals within the environmental field. The qualifications of applicants are reviewed by the Environmental Information Coalition (EIC) Stewardship Committee, the governing body of the Earth Portal, before they are given access to the author's wiki.



Extreme Programming

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Extreme programming is a software engineering methodology (and a form of agile software development) pre-

scribing a set of daily stakeholder practices that embody and encourage particular XP values . Proponents believe that exercising these practices—traditional software engineering practices taken to so-called "extreme" levels—leads to a development process that is more responsive to customer needs ("agile") than traditional methods, while creating software of better quality.

Proponents of Extreme Programming and agile methodologies in general regard ongoing changes to requirements as a natural, inescapable and desirable aspect of software development projects; they believe that adaptability to changing requirements at any point during the project life is a more realistic and better approach than attempting to define all requirements at the beginning of a project and then expending effort to control changes to the requirements.

"Extreme Programming Explained" describes Extreme Programming as being:

- An attempt to reconcile humanity & productivity
- A mechanism for social change
- A path to improvement
- A style of development
- A software development discipline

Extreme Programming initially recognized four values in 1999. A new value was added in the second edition of Extreme Programming Explained. The five values are:

- Communication
- Simplicity
- Feedback
- Courage
- Respect

advice on their respective subject, but they do not always agree on the particulars of a field of study. An expert can be, by virtue of training, education, profession, publication or experience, believed to have special knowledge of a subject beyond that of the average person, sufficient that others may officially (and legally) rely upon the individual's opinion. Historically, an expert was referred to as a sage. The individual was usually a profound philosopher distinguished for wisdom and sound judgment.

extranet - a private network that uses Internet protocols, network connectivity, and possibly the public telecommunication system to securely share part of an organization's information or operations with suppliers, vendors, partners, customers or other businesses. An extranet can be viewed as part of a company's intranet that is extended to users outside the company (e.g.: normally over the Internet). An extranet requires security such as firewalls, user authentication, encryption of messages, and the use of virtual private networks (VPNs)

Farmers' market

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Farmers' markets, sometimes called **greenmarkets**, are markets, usually held out-of-doors, in public spaces, where farmers can sell produce to the public.

facilitation - in business, organizational development (OD) and in consensus decision-making refers to the process of designing and running a successful meeting. Facilitation concerns itself with all the tasks needed to run a productive and impartial meeting. Facilitation serves the needs of any group who are meeting with a common purpose, whether it be making a decision, solving a problem, or simply exchanging ideas and information. It does not lead the group, nor does it try to distract or to entertain.

Farmers' market produce is renowned for being locally-grown and very fresh. People argue farmers' markets allow farmers to pick produce at the peak of flavor, preserve the nutritional content of fresh produce, and since locally-grown produce does not travel as far to get to your table, the difference in mileage saves fossil fuels.

Farmers' markets often feature produce grown naturally or organically, meats that are raised humanely on pasture, handmade farmstead cheeses, eggs and poultry from free-range fowl, as well as heirloom produce and heritage breeds of meat and fowl.

Farmers' markets advocates believe the markets help farmers stay in business as well as preserve natural resources. Wholesale prices farmers get for their produce are very low, often near the cost of production. Farmers who sell direct to the public without going through a middle man get a better price. It can be shown that the preservation of farmland is important for the health of the environment and water supply. According to the American Farmland Trust, sustainable and managed farms conserve soil and clean water and provide a habitat for wildlife. Moreover, modern farmers' markets help maintain important social ties, linking rural and urban populations and even close neighbors in mutually rewarding exchange.

Farmers' markets are a traditional way of selling agricultural and home manufactured products. A weekly market day is a part of normal life in villages and town

squares throughout the world. A good way for a traveler to sample local foods and learn about local culture is to attend market day, especially when it coincides with a festival, such as the *Fiesta de San Antonio* in many towns in Latin America. In France and other European countries, there exist street markets, as well as covered marketplaces, where farmers and purveyors sell.

In the U.S. and Canada, due in part to the increased interest in healthier foods, a greater desire to preserve local types of cultivars or livestock (some of which may not be up to commercial shipping or yield standards) and an increased understanding of the importance of maintaining small, sustainable farms on the fringe of urban environments, farmers' markets in the US have grown from 1,755 farms in 1994 to 4,385 in 2006. , In New York City, there are currently 44 markets in operation fitting this description. Scattered across all five boroughs, each market supports farmers as far away as New England, selling produce, meat, breads, pies, cheeses, honey, and shellfish for consumption and even allot some time for seasonal items, like orders for Thanksgiving turkeys and wreaths for Christmas. In the Los Angeles area, 88 farmers' markets exist, many of which support Hispanic and Asian fare.

fair trade - an organized social movement and market-based approach to empowering developing country producers and promoting sustainability. The movement advocates the payment of a fair price as well as social and environmental standards in areas related to the production of a wide variety of goods.

Findhorn Ecovillage

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Findhorn Ecovillage is based at The Park, in Moray, Scotland near the village of Findhorn. The project's main aim is to demonstrate a sustainable development in environmental, social, and economic terms. Work began in the early 1980s under the auspices of the Findhorn Foundation but now includes a wide diversity of organisations and activities. Numerous different ecological techniques are in use, and the project has won a variety of awards, including the

fair use - a doctrine in United States copyright law that allows limited use of copyrighted material without requiring permission from the rights holders, such as use for scholarship or review. It provides for the legal, non-licensed citation or incorporation of copyrighted material in another author's work under a four-factor balancing test.

UN-Habitat Best Practice Designation in 1998. A recent independent study concludes that the residents have the lowest ecological footprint of any community measured so far in the industrialised world.

The Living Machine ™ Wastewater treatment plant at Findhorn.

family constellation - a therapeutic method developed by Bert Hellinger and practised by psychologists, psychiatrists psychotherapists and alternative practitioners. Its objective is to release profound tensions within and between people. Those tensions may lie in a personal or professional context.

Beginnings

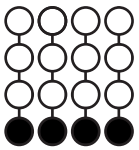
The October 1982 Conference 'Building a Planetary Village' hosted by the Findhorn Foundation marked the beginning of serious attempts by the intentional community, which had existed at Findhorn since 1962 to demonstrate a human settlement that could be considered sustainable in environmental, social, and economic terms.

The term 'ecovillage' later came to be used to describe such experiments and in 1995 the first international conference of ecovillages, *Ecovillages and Sustainable Communities for the 21st Century*, was held in Findhorn.

At first almost all of the activities this involved, such as eco-house construction, a 75kW Vestas wind turbine and an ecological waste water treatment system were undertaken by the Findhorn Foundation itself, or its trading company New Findhorn Directions Ltd. However, from 1990 onwards a growing number of independent charities, businesses, small sister communities, independent practitioners and community bodies have grown up and significantly extended the size and diversity of ecological projects , some of which are listed below. As of 2005 the Ecovillage is comprised of around 450 members centered around The Park (the main campus on the southern edge

fishbowl conversation - is a form of dialog that can be used when discussing topics within large groups. Fishbowl conversations are usually used in participatory events like Open Space

of Findhorn), but also based at numerous locations in the nearby town of Forres and elsewhere in Moray. The project supports approximately 300 jobs in the Findhorn/ Forres area and provides a total aggregate economic impact in excess of £5 million per annum in the Highlands of Scotland as a whole.



Folksonomy

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Folksonomy (also known as collaborative tagging, social classification, social indexing, and social tagging) is the practice and method of collaboratively creating and managing tags to annotate and categorize content. In contrast to traditional subject indexing, metadata is generated not only by experts but also by creators and consumers of the content. Usually, freely chosen keywords are used instead of a controlled vocabulary. *Folksonomy* is a portmanteau of the words *folk* and *taxonomy*, hence a folksonomy is a user generated taxonomy.

Folksonomies became popular on the Web around 2004 with social software applications such as social bookmarking or annotating photographs. Websites that support tagging and the principle of folksonomy are referred to in the context of Web 2.0 because participation is very easy and tagging data is used in new ways to find information. For example, tag clouds are frequently used to visualize the most used tags of a folksonomy.

Typically, folksonomies are Internet-based, although they are also used in other contexts. Folksonomic tagging is intended to make a body of information increasingly easy to search, discover, and navigate over time. A well-developed folksonomy is ideally accessible as a shared vocabulary that is both originated by, and familiar to, its primary users. Two widely cited examples of websites using

Technology and Unconferences. The advantage of Fishbowl is that it allows the entire group to participate in a conversation.

Four to five chairs are arranged in an inner circle. This is the fishbowl. The remaining chairs are arranged in concentric circles outside the fishbowl. A few participants either volunteer or are selected to fill the fishbowl, while the rest of the group sit on the chairs outside the fishbowl. In an open fishbowl, one chair is left empty. In a closed fishbowl, all chairs are filled. The moderator introduces the topic and the participants start discussing the topic. The audience outside the fishbowl listen in on the discussion.

In an open fishbowl, any member of the audience can, at any time, occupy the empty chair and join the fishbowl. When this happens, an existing member of the fishbowl must voluntarily leave the fishbowl and free a chair. The discussion continues with participants frequently entering and leaving the fishbowl. Depending on

how large your audience is you can have many audience members spend some time in the fishbowl and take part in the discussion. When time runs out, the fishbowl is closed and the moderator summarizes the discussion.In a closed fishbowl, the initial participants speak for some time. When time runs out, they leave the fishbowl and a new group from the audience enters the fishbowl. This continues until many audience members have spent some time in the fishbowl. Once the final group has concluded, the moderator closes the fishbowl and summarizes the discussion.

Advantages

An advantage of a fishbowl conversation is that it is suitable for large groups. Another advantage is that they do not make any distinction between the speakers and the audience. These two reasons have made fishbowls popular in participatory group meetings and conferences such as Open Space Technology and Unconferences.

Variations

Break the group into two

folksonomic tagging are Flickr and del.icio.us, although it has been suggested that Flickr is not a good example of folksonomy.

As folksonomies develop in Internet-mediated social environments, users can (generally) discover who created a given folksonomy tag, and see the other tags that this person created. In this way, folksonomy users often discover the tag sets of another user who tends to interpret and tag content in a way that makes sense to them. The result is often an immediate and rewarding gain in the user's capacity to find related content (a practice known as "pivot browsing"). Part of the appeal of folksonomy is its inherent subversiveness: when faced with the choice of the search tools that Web sites provide, folksonomies can be seen as a rejection of the search engine status quo in favor of tools that are created by the community.

Folksonomy creation and searching tools are not part of the underlying World Wide Web protocols. Folksonomies arise in Web-based communities where provisions are made at the site level for creating and using tags. These communities are established to enable Web users to label and share user-generated content, such as photographs, or to collaboratively label existing content, such as Web sites, books, works in the scientific and scholarly literatures, and blog entries.

Practical evaluation

Folksonomy is criticized because its lack of terminological control causes it to be more likely to produce unreliable and inconsistent results. If tags are freely chosen (instead of taken from a given vocabulary), synonyms (multiple tags for the same concept), homonymy (same tag used with different meaning), and polysemy (same tag with multiple related meanings) are likely to arise, thus lowering the efficiency of content indexing and searching. Other reasons for inaccurate or irrelevant tags (also called meta noise) are the lack of stemming (normalization of word inflections) and the heterogeneity of users and contexts.

For the purposes of workflow, metadata tags need to be defined in a formal way at the time of scripting or programming. If tags are informally defined, continually changing, and ungoverned, then it will be impossible to use the metadata so constructed to automate workflow and business process.

Idiosyncratic folksonomic classification, although considered beneficial by some, is viewed by others as a distinct limitation. People with similar methods of classifying things may act to reinforce each other's biases and pre-existing viewpoints. Folksonomies are routinely generated by people who may have spent a great deal of time interacting with the content they tag. This level of interaction may impair objectivity or perspective to properly describe content in relation to items they are not as familiar with or know nothing about.

For example, items tagged as "Web 2.0" represent seemingly inconsistent and contradictory resources. The lack of a hierarchical or systematic structure for the tagging system makes the terms relevant to what they are describing, but often fails to show their relevancy or relationship to other objects of the same or similar type.

Origin

The term *folksonomy* is generally attributed to Thomas Vander Wal. It is a portmanteau of the words *folk* (or *folks*) and *taxonomy* that specifically refers to subject indexing systems created within Internet communities. *Folksonomy* has little to do with *taxonomy*—the latter refers to an ontological, hierarchical way of categorizing, while *folksonomy* establishes categories (each tag is a category) that are theoretically "equal" to each other (i.e., there is no hierarchy, or parent-child relation between different tags). The "-nomy" part, which both terms share, comes from the greek "nomia" and means "management". Therefore *folksonomy* could be loosely translated as "people's management".

Early attempts and experiments include the World Wide

subgroups who have something in common with each other. For example: Adults/Youth, male/female etc. Have the two groups meet separately and come up with three to four questions for the other group, then write them on cards. Reconvene and exchange cards. Form two circles, one subgroup inside the other, both facing in. Have the inside group read a question and have a discussion about it. The outside circle cannot speak, only listen. Go through each question, making sure everyone in the inner circle has a chance to speak. Then reverse circles. The questions that both the groups come up with can be on the same subject or not its up to the group playing. And this version is a good party game for large groups (30-60 people), commonly played by Young Religious Unitarian Universalists. Another derivative is to have the fish bowl run for a certain period of time - say, 30 minutes. The moderator stops the discussion in the fishbowl circle and invites those not in the inner circle to offer their thoughts and comments on what they are hearing

in the inner circle.

Web Consortium's Annotea project with user-generated tags in 2002. According to Vander Wal, a folksonomy is "tagging that works".

Folksonomy should be furthermore distinguished from folk taxonomy, a cultural practice that has been widely documented in anthropological and folkloristic work. Folk taxonomies are culturally supplied, intergenerationally transmitted, and relatively stable classification systems that people in a given culture use to make sense of the entire world around them (not just the Internet).

Folksonomy and the Semantic Web

flickr - an image and video hosting website, web services suite, and online community platform. It was one of the earliest Web 2.0 applications. In addition to being a popular Web site for users to share personal photographs, the service is widely used by bloggers as a photo repository. Its popularity has been fueled by its organization tools, which allow photos to be tagged and browsed by folksonomic means. As of November 2007, it claims to host more than 2 billion images.

Folksonomy may hold the key to developing a Semantic Web, in which every Web page contains machine-readable metadata that describes its content. Such metadata would dramatically improve the precision (the percentage of relevant documents) in search engine retrieval lists. However, it is difficult to see how the large and varied community of Web page authors could be persuaded to add metadata to their pages in a consistent, reliable way; web authors who wish to do so experience high entry costs because metadata systems are time-consuming to learn and use. For this reason, few Web authors make use of the simple Dublin Core metadata standard, even though the use of Dublin Core meta-tags could increase their pages' prominence in search engine retrieval lists. In contrast to more formalized, top-down classifications using controlled vocabularies, folksonomy is a distributed classification system with low entry costs.

In the enterprise

Since folksonomies are user-generated and therefore inexpensive to implement, advocates of folksonomy believe that it provides a useful low-cost alternative to more traditional, institutionally supported taxonomies or controlled vocabularies. An employee-generated folksonomy could therefore be seen as an "emergent enterprise taxonomy". Some folksonomy advocates believe that it is useful in facilitating workplace democracy

and the distribution of management tasks among people actually doing the work.

However, workplace democracy is also seen as a utopian concept at odds with the governing reality of the enterprise, the majority of which exist and thrive as hierarchically-structured corporations not especially aligned to democratically informed governance and decision-making. Also, as a distribution method, the folksonomy may, indeed, facilitate workflow, but it does not guarantee that the information worker will tag and, then, tag consistently, in an unbiased way, and without intentional malice directed at the enterprise.

Folksonomy and top-down taxonomies

Commentators and information architects have contrasted the hierarchical approach of top-down taxonomies with the folksonomy approach. The former approach is prevalent and represented by many practical examples.

One such example is Yahoo! — one of the earliest general directories for content on the Web. Yahoo! and other similar sites organized and presented links under a fixed hierarchy. This approach imposed one set of tags and one sort order, although hyperlinking enabled at least a limited ability to traverse distant nodes in the hierarchy based on related subject matter. Clay Shirky is one commentator who has offered explanations for why this approach is limited.

Compromise with top-down taxonomies

It is possible that the differences between taxonomies and folksonomies have been overestimated. A possible solution to the shortcomings of folksonomies and controlled vocabulary is a collabulary, which can be conceptualized as a compromise between the two: a team of classification experts collaborates with content consumers to create rich, but more systematic content tagging systems. A collabulary arises much the way a folksonomy does, but it is developed in a spirit of collaboration with experts in

flocking - the collective motion of a large number of self-propelled entities - is a behaviour exhibited by many living beings such as birds, fish, bacteria, and insects. It is a common demonstration of emergence and emergent behavior. Basic flocking is controlled by three simple rules:

1. Separation - avoid crowding neighbours (short range repulsion)
2. Alignment - steer towards average heading of neighbours
3. Cohesion - steer towards average position of neighbours (long range attraction)

With these three simple rules, the flock moves in an extremely realistic way, creating complex motion and interaction that would be extremely hard to create otherwise.

Folklore - the body of expressive culture, including tales, music, dance, legends, oral history, proverbs, jokes, popular beliefs, customs, and so forth within a particular population comprising the traditions (including oral traditions) of

that culture, subculture, or group. It is also the set of practices through which those expressive genres are shared.

the field. The result is a system that combines the benefits of folksonomies — low entry costs, a rich vocabulary that is broadly shared and comprehensible by the user base, and the capacity to respond quickly to language change — without the errors that inevitably arise in naive, unsupervised folksonomies.

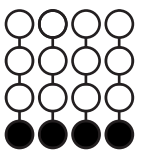
The ability to group tags, such as that provided by del.icio.us's "bundles", provides one way for taxonomists to work with an underlying folksonomy. This allows structure to be added without the need for direct collaboration between classification experts and content consumers.

Another possible solution is a taxonomy-directed-folksonomy, which relies on the user interfaces to suggest tags from a formal taxonomy, but allows many users to use their own tags.

folk taxonomy - a vernacular naming system, and can be contrasted with scientific taxonomy. Folk biological classification is the way rural or indigenous peoples make sense of and organize their natural surroundings/the world around them, typically making generous use of form taxa like "shrubs", "bugs", "ducks", "ungulates" and the likes. Astrology is a folk taxonomy, while astronomy uses a scientific classification system, although both involve observations of the stars and celestial bodies and both terms seem equally scientific, with the former meaning "the teachings about the stars" and the

Main problems of folksonomy tagging

Four main problems of folksonomy tagging are plurals, polysemy, synonymy, and depth (specificity) of tagging. Folksonomy-based systems can employ optional authority control of subject keywords, place, personal or corporate names and resource titles by connecting the system to established authority control files or controlled vocabularies using new techniques. A folksonomy-based system needs a controlled vocabulary and a suggestion-based system.



Free culture

CO USER REMIX SHAR

From *Students for free culture* freeculture.org

Modern culture has cultural artifacts :

- **texts** like instruction manuals, plays, poems, essays and novels
- **sounds** like music, speeches, discussions, sound effects
- **images** like photographs, diagrams, illustrations, comics and pictures
- **videos** like movies, cartoons, TV shows and documentaries
- **software** like programs, scripts, games, interactive presentations

latter "the rules about the stars".

The *Students of free culture* consider a cultural artifact to be **Free Culture** if everyone has the following freedoms with respect to the text, sound, image, video, or software.

1. **Freedom to use**. People should be able to use the artifact however they want, in whatever medium they want, for whatever purpose. They should be allowed to adapt the artifact to their life rather than the other way around. They should be able to copy the artifact from one computer to another, from one medium to another, from one physical place to another. They should be able to print the artifact out, translate text to sound, sounds to text, movies to still photos. They should be able to use the artifact to help them in any pursuit whatsoever, commercial or not.
2. **Freedom to understand**. People should be able to "get under the hood" and see how the cultural artifact works. They should be able to see how something was made, and understand the author's technique and technics. People should be allowed to take an active role in their own cultural experience.
3. **Freedom to share**. People should be able to make copies of the artifact in any medium, for personal or public use. They should be able to share the copies with friends or colleagues or strangers. They should

fork - In software engineering, a project fork happens when developers take a copy of source code from one software package and start independent development on it, creating a distinct piece of software.

feedback - a circular causal process whereby some proportion of a system's output is returned (fed back) to the input. This is often used to control the dynamic behav-

ior of the system. In organizations, feedback is a process of sharing observations, concerns and suggestions between persons or divisions of the organization with an intention of improving both personal and organizational performance.

be allowed to sell the copies for whatever price they can get. They should be allowed to perform the artifact's instructions in public or private, for pay or gratis.

4. **Freedom to modify**. People should be able to use the cultural artifact as the basis for expressing their own creativity. They should be able to fix factual errors or change opinions expressed. They should be able to remix, recycle, and reduplicate. They should be able to quote, cite, sample, mash-up, montage and collage.

5. **Freedom to have freedoms**. People should be able to exercise these freedoms for any purpose: education, business, research, art, personal enrichment, world domination. People should be able to exercise their freedoms no matter who they are, what they do, or where they live.

Free culture manifesto by the *Students for free culture*:

The mission of the Free Culture movement is to build a bottom-up, participatory structure to society and culture, rather than a top-down, closed, proprietary structure. Through the democratizing power of digital technology and the Internet, we can place the tools of creation and distribution, communication and collaboration, teaching and learning into the hands of the common person — and with a truly active, connected, informed citizenry, injustice and oppression will slowly but surely vanish from the earth.

forum - A public forum, also called an open forum, is open to all expression that is protected under the First Amendment. Streets, parks, and sidewalks are considered open to public discourse by tradition and are designated as traditional public forums. The government creates a designated public forum when it intentionally opens a nontraditional forum for public discourse. Limited public forums, such as municipal meeting rooms, are nonpublic forums that

We believe that culture should be a two-way affair, about participation, not merely consumption. We will not be content to sit passively at the end of a one-way media tube. With the Internet and other advances, the technology exists for a new paradigm of creation, one where anyone can be an artist, and anyone can succeed, based not on their industry connections, but on their merit.

We refuse to accept a future of digital feudalism where we do not actually own the products we buy, but we are merely

granted limited uses of them as long as we pay the rent. We must halt and reverse the recent radical expansion of intellectual property rights, which threaten to reach the point where they trump any and all other rights of the individual and society.

The freedom to build upon the past is necessary for creativity and innovation to thrive. We will use and promote our cultural heritage in the public domain. We will make, share, adapt, and promote open content. We will listen to free music, look at free art, watch free film, and read free books. All the while, we will contribute, discuss, annotate, critique, improve, improvise, remix, mutate, and add yet more ingredients into the free culture soup.

We will help everyone understand the value of our cultural wealth, promoting free software and the open-source model. We will resist repressive legislation which threatens our civil liberties and stifles innovation. We will oppose hardware-level monitoring devices that will prevent users from having control of their own machines and their own data.

We won't allow the content industry to cling to obsolete modes of distribution through bad legislation. We will be active participants in a free culture of connectivity and production, made possible as it never was before by the Internet and digital technology, and we will fight to prevent this new potential from being locked down by corporate and legislative control. If we allow the bottom-up, participatory structure of the Internet to be twisted into a glorified cable TV service — if we allow the established paradigm of creation and distribution to reassert itself — then the window of opportunity opened by the Internet will have been closed, and we will have lost something beautiful, revolutionary, and irretrievable.

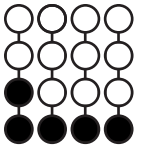
The future is in our hands; we must build a technological and cultural movement to defend the digital commons.

have been specifically designated by the government as open to certain groups or topics. Traditional public forums cannot be changed to nonpublic forums by governments.
Public forums cannot be restricted based on content. But even public forums can be restricted as to the time, place and manner of speech.

found footage - a filmmaking term which describes a method of compiling films partly or entirely of footage which has not been created by the filmmaker, and changing its meaning by placing it in a new context. It should not be mistaken for documentary or compilation

films. It is also not to be mistaken with stock footage. The term refers to the "found object" (objet trouvé) of art history.

Free software



CO LIC REMIX SHAR

Free software or software libre is software that can be used, studied, and modified without restriction, and which can be copied and redistributed in modified or unmodified form either without restriction, or with minimal restrictions only to ensure that further recipients can also do these things. In practice, for software to be distributed as free software, the human readable form of the program (the "source code") must be made available to the recipient along with a notice granting the above permissions. Such a notice is a "free software licence", or, in theory, could be a notice saying that the source code is released into the public domain.

free - To summarize this into a remark distinguishing libre (freedom) software from gratis (zero price) software, Richard Stallman said: "Free software is a matter of liberty, not price. To understand the concept, you should think of 'free' as in 'free speech', not as in 'free beer'".

The free software movement was conceived in 1983 by Richard Stallman to make these freedoms available to every computer user. From the late 1990s onward, alternative terms for free software came into use. "**Open source software**" is the most common such alternative term. Others include "**software libre**", "free, libre and open-source software" ("**FOSS**", or, with "libre", "**FLOSS**"). The antonym of free software is "*proprietary software*" or *non-free software*.

Free software is distinct from "freeware" which is proprietary software made available free of charge. Users usually cannot study, modify, or redistribute freeware.

Since free software may be freely redistributed, it generally is available at little or no cost. Free software business models are usually based on adding value such as support, training, customization, integration, or certification. At the same time, some business models which work with proprietary software are not compatible with free software,

such as those that depend on a user paying for a license in order to lawfully use a software product.

History

In the 1950s, 1960s, and 1970s, it was normal for computer users to have the freedoms that are provided by free software. Software was commonly shared by individuals who used computers and by hardware manufacturers who were glad that people were making software that made their hardware useful. In the 1970s and early 1980s, the software industry began to apply copyright law to software distribution. They began using technical measures (such as only distributing binary copies of computer programs) to prevent computer users from being able to study and modify software.

In 1983, Richard Stallman, longtime member of the hacker community at the MIT Artificial Intelligence Laboratory, and then editor of the computer hobbyist magazine Dr. Dobb's Journal, announced the GNU project, saying that he had become frustrated with the effects of the change in culture of the computer industry and its users. Software development for the GNU operating system began in January 1984, and the Free Software Foundation (FSF) was founded in October 1985. He developed a free software definition and the concept of "copyleft", designed to ensure software freedom for all.

Free software is a widespread international concept, producing software used by individuals, large organizations, and governmental administrations. Free software has a very high market penetration in server-side Internet applications such as the Apache web server, MySQL database, and PHP scripting language. Completely free computing environments are available as large packages of basic system software, such as the many GNU/Linux distributions and FreeBSD. Free software developers have also created free versions of almost all commonly used desktop applications, including Web browsers, office productivity suites, and multimedia players. It is important to note, however, that in many categories, free software for

free association - (Psychodynamic theory) is a technique used in psychology, devised by Sigmund Freud. In free-association, patients are asked to continually relate anything which comes into their minds, regardless of how superficially unimportant or potentially embarrassing the memory threatens to be. This technique assumes that all memories are arranged in a single associative network, and that sooner or later the subject will stumble across the crucial memory.

freebox - is a place people can place clothes, books, household items, etc, and where anyone is free to take from the box. There can be freeboxes in an organization, at a local coffee shop, in an intentional community,

on your front lawn (for fruit), etc.

individual workstations or home users has only a fraction of the market share of its proprietary competitors. Most free software is distributed online without charge, or off-line at the marginal cost of distribution, but this pricing model is not required, and people may sell copies of free software programs for any price.

The economic viability of free software has been recognised by large corporations such as IBM, Red Hat, and Sun Microsystems. Many companies whose core business is not in the IT sector choose free software for their Internet information and sales sites, due to the lower initial capital investment and ability to freely customize the application packages. Also, some non-software industries are beginning to use techniques similar to those used in free software development for their research and development process; scientists, for example, are looking towards more open development processes, and hardware such as microchips are beginning to be developed with specifications released under copyleft licenses (see the OpenCores project, for instance). Creative Commons and the free culture movement have also been largely influenced by the free software movement.

The Freecycle Network - (often abbreviated TFN or just known as Freecycle) is a non-profit organization registered in the state of Arizona, USA, and separately registered as a UK charity, that organizes a worldwide network of "gifting" groups, aiming to divert reusable goods from landfill. It provides a worldwide online registry, and coordinates the creation of local groups and forums for individuals and non-profits to offer and receive free items for reuse or recycling, promoting gift economics as a motivating cultural outlook. "Changing the world one gift at a time" is The Freecycle Network's official tagline.

Naming

The FSF recommends using the term "free software" rather than "open source software" because that term and the associated marketing campaign focuses on the technical issues of software development, avoiding the issue of user freedoms. "Libre" is used to avoid the ambiguity of the word "free".

Definition

The first formal definition of free software was published by FSF in February 1986. That definition, written by Richard Stallman, is still maintained today and states that software is free software if people who receive a copy of the software have the following four freedoms:

- Freedom 0: The freedom to run the program for any purpose.

- Freedom 1: The freedom to study and modify the program.
- Freedom 2: The freedom to copy the program so you can help your neighbor.
- Freedom 3: The freedom to improve the program, and release your improvements to the public, so that the whole community benefits.

Freedoms 1 and 3 require source code to be available because studying and modifying software without its source code is highly impractical.

Thus, free software means that computer users have the freedom to cooperate with whom they choose, and to control the software they use. To summarize this into a remark distinguishing *libre* (freedom) software from *gratis* (zero price) software, Richard Stallman said: "*Free software is a matter of liberty, not price. To understand the concept, you should think of 'free' as in 'free speech', not as in 'free beer'*".

In the late 90s, other groups published their own definitions which describe an almost identical set of software. The most notable are Debian Free Software Guidelines published in 1997, and the Open Source Definition, published in 1998.

The BSD-based operating systems, such as FreeBSD, OpenBSD, and NetBSD, do not have their own formal definitions of free software. Users of these systems generally find the same set of software to be acceptable, but sometimes see copyleft as restrictive. They generally advocate permissive free software licenses, which allow others to make software based on their source code, and then release the modified result as proprietary software. Their view is that this permissive approach is more free. The Kerberos, X.org, and Apache software licenses are substantially similar in intent and implementation. All of these software packages originated in academic institutions interested in wide technology transfer (University of California, MIT, and UIUC).

Background

The organization originated as a project of RISE Inc., a nonprofit corporation, to promote waste reduction in Tucson, Arizona. RISE subsequently handed it over to the project leader, Deron Beal. Beal set up the first Freecycle e-mail group for the citizens of Tucson. The concept has since spread to over 50 countries, with thousands of local groups and millions of members.

Each local group currently exists as a Yahoo! Groups mailing list run by volunteer moderators. TFN encourages the formation of new groups, subject to approval by regional New Group Approvers (NGAs). Groups approved by TFN are listed at the official website, can use the name and logo, and are subject to rules enforced by a structure of global and regional GOAs (Group Outreach Assistance). TFN originally planned to move a custom designed, centralized site in 2004, but the project moved slowly, largely because of a shortage of skilled volunteer labor. In 2008, Freecycle went live with a beta version of a centralized, custom site.

TFN has grown rapidly into a global organization of over four thousand local chapters, and passed the 2 million member mark in February 2006.As of July 2008, the membership stands at 5,531,000 across 4,556 communities. The original idea has since been copied and varied by hundreds of similar groups around the world.

Examples of free software

The Free Software Directory is a free software project that maintains a large database of free software packages.

Notable free software

OpenOffice.org office suite , Mozilla and Firefox web browsers, TeX, graphics tools like GIMP image graphics editor and Blender 3D animation programs, text editors like vi or emacs, relational database systems like MySQL, GCC compilers, GDB debugger and the GNU C Library.

Programming languages

Java, Perl, PHP, Python, Lua, Ruby, Tcl

Servers

Apache web server, BIND name server, Sendmail mail transport, Samba file server.

Operating systems

GNU/Linux, BSD, Darwin, OpenSolaris

Free software licenses

free rider problem - In economics, collective bargaining, psychology and political science, "free riders" are those who consume more than their fair share of a resource, or shoulder less than a fair share of the costs of its production. Free riding is usually only considered to be an economic "problem" when it leads to the non-production or under-production of a public good, and thus

All free software licenses must grant people all the freedoms discussed above. However, unless the applications' licenses are compatible, combining programs by mixing source code or directly linking binaries is problematic, because of license technicalities. Programs indirectly connected together may avoid this problem.

Permissive and copyleft licenses

The FSF categorizes licenses in the following ways:

- Public domain software - the copyright has expired, the work was not copyrighted or the author has abandoned the copyright. Since public-domain software lacks copyright protection, it may be freely incorporated into any work, whether proprietary or

free.

- Permissive licenses, also called BSD-style because they are applied to much of the software distributed with the BSD operating systems. The author retains copyright solely to disclaim warranty and require proper attribution of modified works, but permits redistribution and modification in *any* work, even proprietary ones.
- Copyleft licenses, the GNU General Public License being the most prominent. The author retains copyright and permits redistribution and modification provided all such redistribution is licensed under the same license. Additions and modifications by others must also be licensed under the same 'copyleft' license whenever they are distributed with part of the original licensed product.

Security and reliability

There is debate over the security of free software in comparison to proprietary software, with a major issue being security through obscurity. A popular quantitative test in computer security is using relative counting of known unpatched security flaws. Generally, users of this method advise avoiding products which lack fixes for known security flaws, at least until a fix is available. Some claim that this method is biased by counting more vulnerabilities for the free software, since its source code is accessible and its community is more forthcoming about what problems exist.

Free software advocates rebut that even if proprietary software does not have "published" flaws, flaws could still exist and possibly be known to malicious users. The ability of users to view and modify the source code allows many more people to potentially analyse the code and possibly to have a higher rate of finding bugs and flaws than an average sized corporation could manage. Users having access to the source code also makes creating and

to Pareto inefficiency, or when it leads to the excessive use of a common property resource. The free rider problem is the question of how to prevent free riding from taking place, or at least limit its negative effects, in these situations. Government is indeed the primary mechanism by which societies address free rider problems. In addition to fiscal measures noted above, regulation is another form of collective action taken by governments to resolve free riders problems such as environmental degradation or excessive resource use. The free rider problem is also one justification for the existence of governments which provide public goods. Some ideologies, such as libertarian capitalism, are often rebuked, because in such a system all property in a society would be privately owned, away from any state involvement or regulation. Some Libertarians have countered that potential free riders within their system could face social ostracism, which may deter those who accept services without donating any payment for them. Libertarians stress that the need to healthily co-operate and interact

with others in society would lessen the risk and likelihood of free riders.

deploying spyware far more difficult.

David A. Wheeler has published research concluding that free software is quantitatively more reliable than proprietary software.

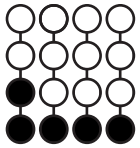
Adoption

Free software played a part in the development of the Internet, the World Wide Web and the infrastructure of dot-com companies. Free software allows users to cooperate in enhancing and refining the programs they use; free software is a pure public good rather than a private good. Companies that contribute to free software can increase commercial innovation amidst the void of patent cross licensing lawsuits.

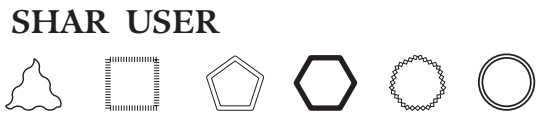
friendship - a term used to denote co-operative and supportive behavior between two or more beings. In this sense, the term connotes a relationship which involves mutual knowledge, esteem, and affection and respect along with a degree of rendering service to friends in times of need or crisis. Friends will welcome each other's company and exhibit loyalty towards each other, often to the point of altruism.

Under the free software business model, free software vendors may charge a fee for distribution and offer pay support and software customization services. Proprietary software uses a different business model, where a customer of the proprietary software pays a fee for a license to use the software. This license may grant the customer the ability to configure some or no parts of the software themselves. Often some level of support is included in the purchase of proprietary software, but additional support services (especially for enterprise applications) are usually available for an additional fee. Some proprietary software vendors will also customize software for a fee.

Free software is generally available at little to no cost and can result in permanently lower costs compared to proprietary software. With free software, businesses can fit software to their specific needs by changing the software themselves or by hiring programmers to modify it for them. Free software often has no warranty, and more importantly, generally does not assign legal liability to anyone. However, warranties are permitted between any two parties upon the condition of the software and its usage. Such an agreement is made separately from the free software license.



Gift economy



SHAR USER

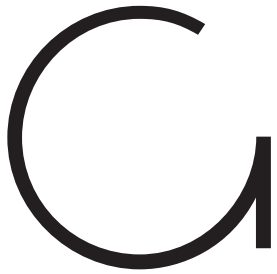
A **gift economy** is an economy in which goods and services are given without any explicit agreement for immediate or future *quid pro quo*. Typically, a gift economy occurs in a culture or subculture that emphasizes social or intangible rewards for solidarity and generosity: karma, honor, loyalty or other forms of gratitude. In some cases, simultaneous or recurring giving serves to circulate and redistribute valuables within a community. This can be considered a form of reciprocal altruism. Sometimes there is an implicit expectation of the return of comparable goods or services, political support, or the gift being later passed on to a third party. However, in what is considered to be in the true spirit of gift economics, many times giving is done without any expectation of reciprocity.

The concept of a gift economy stands in contrast to a planned economy or a market or barter economy. In a planned economy, goods and services are distributed by explicit command and control rather than informal custom; in barter or market economies, an explicit *quid pro quo* — an exchange of money or some other commodity — is established before the transaction takes place. In practice, most human societies blend elements of all of these, in varying degrees.

Examples and benefits

Some examples would be:

- Sharing of food in a hunter-gatherer society, where sharing is a safeguard against failure of any individual's daily foraging.
- The Pacific Northwest Native American potlatch ritual, where leaders give away large amounts of



give meaning - givemeaning.com is a peer-to-peer fundraising and donation website which allows the user to post their project online and connect with resource donors.

global brain - a metaphor for the intelligent network formed by humans together with the knowledge and communication technologies that connect them.

goods to their followers, strengthening group relations. By sacrificing accumulated wealth, a leader gained a position of honor.
- Southeast Asia Theravada Buddhist Feasts of Merit, very similar to the Potlatch. Such feasts involve many sponsors of all types, and continue to this day mainly before and after Rainy Seasons rather than chiefly in winter.
- Religious tithing.
- Offerings to a deity, spirit, intercessionary saint or similar entities.
- A "favor network" within a company.
- A family, in which each generation pays for the education of the next: this is an example where the gift creates an implicit obligation to give a gift to a third party, rather than to the giver.
- Charitable giving or philanthropy.
- Open source development and other forms of commons-based peer production.
- Vampire bats who have hunted successfully commonly regurgitate some of their food in order to donate the nourishment to less successful hunters.

A gift economy is sometimes referred to as a "sharing economy," although many economists reserve the term "sharing" for the use of a single resource by more than one consumer, such as a common, a public library, or a shared car. It is also sometimes referred to as a "gift culture."

One of the possible benefits of a gift economy (which it has in common with some planned economies) is that it can provide for the needs of some who have no current means with which to reciprocate. For example, if some in a society are so poor as to have nothing material to barter and no goods or money to bring to market, they can still receive charity if sufficient resources exist. Similarly, in the vast majority of societies, parents support their children at least in early childhood (and, in some societies, into adolescence and adulthood) without any explicit negotiation of what is expected in exchange.

Anarchists, particularly anarcho-primitivists and anarcho-

The term was first coined in 1982 by Peter Russell in his book The Global Brain. The first peer-reviewed article on the subject was written by Mayer-Kress and Barczys in 1995.

More recently, Prof. Satish Nambisan (Rensselaer Polytechnic Institute) and Prof. Mohan Sawhney (Northwestern University) have applied the term to the management field - in their book The Global Brain - to describe the vast creative potential that lies outside company boundaries.

Francis Heylighen, who contributed much to the development of the concept, distinguished three main aspects of the global brain metaphor. These are the organicism, encyclopedism and emergentism aspects.

Organicism aspect

This approach sees our planet or our society as a living system. This view can be dated back to 1159 with John of Salisbury. In his treatise of political science the Policraticus he compares society to a creature. Each social class plays a role attributed by God: the king is the head, the Church is the soul, the judges and governors

communists, believe that variations on a gift economy may be the key to breaking the cycle of poverty. Therefore they often desire to refashion all of society into a gift economy. Anarcho-communists advocate a pure gift economy as an ideal, with neither money, nor markets, nor central planning. This view traces back at least to Peter Kropotkin, who saw in the hunter-gatherer tribes he had visited the paradigm of "mutual aid."

Traditional gift economies

Hyde locates the origin of gift economies in the sharing of food, citing for example the Trobriand Islander protocol of referring to a gift in the Kula exchange as "some food we could not eat," when it is not food at all, but an armband or shell necklace made for the explicit purpose of passing as a gift. The potlatch also originated as a "big feed." He argues that this led to a notion in many societies of the gift as something that must "perish."

Many societies have strong prohibitions against turning gifts into commodities or capital. Anthropologist Wendy James writes that among the Uduk people of northeast Africa there is a strong custom that any gift that crosses subclan boundaries must be consumed, rather than invested. For example, an animal given as a gift must be eaten, not bred.

However, as in the example of the Trobriand armbands and necklaces, this "perishing" may not consist of consumption as such, but of the gift moving on. In other societies, it is a matter of giving some other gift, either directly in return or to another party. To keep the gift and not give another in exchange, though, is reprehensible. "In folk tales," Hyde remarks, "the person who tries to hold onto a gift usually dies."

A true gift economy normally requires gift exchange to be more than simply a back-and-forth between two individuals. A Kashmiri tale tells of two Brahmin women who tried to fulfill their obligations for alms-giving simply by giving alms back and forth to one another. On their deaths they were transformed into two poisoned wells

are the eyes and the ears, soldiers the hands and farmers the feet. Thomas Hobbes also compared society to the marine monster, the Leviathan in his famous piece of work bearing the same name. However, it is Herbert Spencer who studied in most details this analogy in his monumental Principles of Sociology. Gregory Stock proposed in 1993 a modern vision of superorganism formed by humans and machines, which he calls "Metaman". In this organic metaphor, the analogue of the nervous system is thus the global brain. The exchanges of information on Earth are processing at a high rate and speed, similarly as the functioning of a nervous system.

Encyclopedism aspect

In the encylopedism aspect, the emphasis is in developing a network of universal knowledge. The first encyclopedic endeavour was attempted by the Encyclopédie of Diderot and d'Alembert. However, at the end of the 19th century, the amount of knowledge was too important to be published in one single synthetic piece of

from which no one could drink, reflecting the barrenness of this weak simulacrum of giving.

This notion of expanding the circle can be seen in societies where hunters give animals to priests, who sacrifice a portion to a deity (who, in turn, is expected to provide an abundant hunt). The hunters do not directly sacrifice to the deity themselves.

Pacific Island societies prior to the nineteenth century had essentially gift economies, which still endure in parts of the Pacific today - for example in some outer islands of the Cook Islands. In Tokelau, despite the gradual appearance of a market economy, a form of gift economy remains through the practice of *inati*, the strictly egalitarian sharing of all food resources in each atoll. Today, there are significant diasporic Pacific Islander communities in New Zealand, Australia and the United States. Although they have become participants in those countries' market economies, some seek to retain practices linked to an adapted form of gift economy, such as reciprocal gifts of money, or remittances back to their home community. The notion of reciprocal gifts is seen as essential to the *fa'aSamoa* ("Samoan way of life"), the *anga fakatonga* ("Tongan way of life"), and the culture of other diasporic Pacific communities.

Examples in modern culture

Elements of gift economy exist within the contemporary world economy. The blood bank system prevalent in several countries, including the United States, gives no significant explicit reciprocation for donations of blood. Most organ donation systems give no compensation of any sort to the donor or their family; payment in this matter is often considered suspect, even criminal.

Regiving networks are becoming very common in on-line forums where people offer items to anyone who wants them. A feature of these is that they explicitly prohibit any reward, financial or otherwise. They generally operate at a local level using volunteers who act as moderators to help efficiently run the forums.

work. To tackle this problem, Paul Otlet founded the documentation science, now called information science. H. G. Wells also proposed the idea of a world encyclopedia, or World Brain. Nowadays this dream of a universal encyclopedia seems to become a reality with Wikipedia. It is also noteworthy that Tim Berners-Lee, the inventor of the web, was inspired by the free associative possibilities of the brain for his invention. The brain can link different kinds of information without any apparent link otherwise; Lee thought that computers could become much more powerful if they could imitate this functioning, i.e. make links between any arbitrary piece of information.

Emergentism aspect

This approach focuses on more spiritual and speculative aspects of the global brain. The global brain is here seen as a higher level of evolution. Pierre Teilhard de Chardin in his The Phenomenon of Man made a remarkable synthesis of science and religion and had a vision of evolution towards

Information is particularly suited to gift economics, as information can be copied and transmitted at practically no cost. It can be treated as a nonrival good: when you share information, you do not deprive yourself of the information (although you may deprive yourself of certain revenues that could be gained in the market economy from the intellectual property rights).

Traditional scientific research is an information gift economy. Scientists produce research papers and give them away through journals and conferences. Other scientists freely refer to such papers. The more citations a scientist has, the more prestige and respect he or she has, which can attract funding and positions. All scientists therefore benefit from the increased pool of knowledge.

The free software community is an information gift economy. Programmers make their source code available, allowing anyone to copy and modify/improve the code. Individual programmers gain prestige and respect, and the community as a whole benefits from better software. Markus Giesler in his ethnography "Consumer Gift Systems" has developed music downloading as a system of social solidarity based on gift transactions.

Yochai Benkler in his paper *Coase's Penguin, or Linux and the Nature of the Firm* writes that Ronald Coase described the firm as a more efficient form of production than the market. Benkler suggests a third mode of production called *Commons-based peer production*. Charles Leadbeater writes about the *Pro Am revolution* and the *Pro Am economy* where amateurs motivated by non-economic reasons are growing in power and supporting the sharing economy. Efforts such as Creative Commons led by Lawrence Lessig encourage sharing and argue that society and corporations will benefit from sharing.

Jordan Hubbard, writing in *Queue* magazine although referring to open source as a barter economy, describes it as a gift economy: "The volunteer software engineers in the open source software community are far more likely to help those who have demonstrated their commitment

more complexity and consciousness. He anticipated a new level of consciousness, a network of thoughts which he called the noosphere. This can be interpreted as an early anticipation of internet and the web. Peter Russell also emphasised the spiritual dimension that everyone should strive for, in order to achieve a greater synergy in the superorganism.

The emergence of a higher order system in evolution may be called a "metasystem transition" (a concept introduced by Valentin Turchin) or a "major evolutionary transition" (see Szathmary and John Maynard Smith, Nature, 16 March 1995) .

Application in Management

The term "Global Brain" has also been applied recently in the management field to reflect the global innovation network that companies can tap into to enhance their innovation agenda. In this perspective, the term relates to the global network of scientists, independent inventors, academic researchers,

customers, suppliers, as well as different types of innovation intermediaries who facilitate the innovation process (for example, idea scouts, innovation capitalist, etc.). See: "The Global Brain: Your Roadmap for Innovating Faster and Smarter in a Networked World" by Satish Nambisan and Mohan Sawhney, published by the Wharton School Publishing, 2007.

to the success of the overall open source software development process." In other words, reciprocity is a broad community matter rather than explicit *quid pro quo*.

The Wikipedia web-based collaborative encyclopedia is, in most of its operations, a thriving gift economy. Millions of articles are available on Wikipedia, and none of their innumerable authors and editors receives any material reward. Wikipedia has been constructed entirely out of gifts, and gives information freely. From time to time Wikipedia has engaged in fundraising activities, asking people to contribute funds toward operating expenses; these donated funds are gifts, albeit explicitly solicited ones. A tiny portion of Wikipedia's income comes from product sales, mostly T-shirts, mugs, and the like, with Wikipedia logos. Because Wikipedia exists within a money economy, some expenses must be met with money, such as paying for servers, domain registration, and for certain IT work involved in server maintenance. Therefore, the information in Wikipedia is a gift economy, but some operational aspects of its website and related entities are not. Yahoo's provision of servers in Asia for Wikipedia is on a gift basis; there is no explicit *quid pro quo.* However, several people raised concerns that future reciprocation may be expected beyond the prestige.

A long-term broadly based example is Beyond Barter, also known as The Los Angeles Skills Pool. The members of Beyond Barter have, since 1975, shared services of all kinds with each other. Although there is no *quid pro quo* for receipt of a service, applicants for membership must offer one or more useful services that will be available as needed.

Small-scale gift economies also exist in most families, with gifts of time, money, nourishment, shelter, and expertise being given without any overt negotiation of reciprocation. Similarly, parties can be considered to be small-scale, temporary gift economies, at which food, accommodation, beverages, entertainment and a gathering place are provided freely, with all or most attendees contributing without formal payment.

Another example would be when mentorship instills the gratitude that eventually leads the protegé to become a mentor in his or her own right.

Free schools are an example of educational opportunities in a gift economy. Members of a community share skills, information, and knowledge outside of institutional control.

A gift economy is also an important cornerstone of the annual Burning Man festival (even though it costs quite a lot of money to gain admission), and of the give-away shop.

Characteristics

Lewis Hyde expresses the spirit of a gift economy (and its contrast to a market economy) as follows:

The opposite of "Indian giver" would be something like "white man keeper"… Whatever we have been given is supposed to be given away not kept. Or, if it is kept, something of similar value should move in its stead… The gift may be given back to its original donor, but this is not essential… The only essential is this: *the gift must always move.*

He further remarks that a traditional gift economy is based on "the obligation to give, the obligation to accept, and the obligation to reciprocate," and that it is "at once economic, juridical, moral, aesthetic, religious, and mythological."

Hyde argues, somewhat against Mauss, that there is a difference between a "true" gift given out of gratitude and a "false" gift given only out of obligation. In Hyde's view, the "true" gift binds us in a way beyond any commodity transaction, but "we cannot really become bound to those who give us false gifts." Referring to Alcoholics Anonymous — which functions internally largely as a gift economy — Hyde passes on a piece of AA jargon: a "Two-Stepper" is a person who tries to go directly from stopping drinking alcohol to the twelfth step of giving back to others. That person has received a gift (sobriety) for which

citizens movement - In most discussions, the global citizens movement is a socio-political process rather than a political organization or party structure. The term is often used synonymously with the anti-globalization movement or the global justice movement. Colloquially the term is also used in this imprecise manner.
Global citizens movement has been used by activists to refer to a number of organized and overlapping citizens groups who seek to influence public policy often with the hope of establishing global solidarity on an issue. Such efforts include advocacy on ecological sustainability, corporate responsibility, social justice and similar progressive issues.
In theoretical discussions of social movements,global citizens movement refers to a complex and unprecedented phenomena made possible by the unique subjective and objective conditions of the planetary phase of civilization. The term is used to distinguish the latent potential for a profound shift in values among an aware and engaged citi-

zenry from existing transnational citizens movements which tend to focus on specific issues (such as the anti-war movement).

he or she feels an obligation; however, instead of doing the necessary labor (the next ten steps) to be in a position to fulfill the obligation, he or she attempts to give that which he or she does not yet possess.

While it is easy to romanticize a gift economy, humans do not always wish to be enmeshed in a web of obligation. Marcel Mauss wrote, "The gift not yet repaid debases the man who accepts it," a lesson certainly not lost on the young person seeking independence who decides not to accept more money or gifts from his or her parents. And as Hyde writes, "There are times when we want to be aliens and strangers." We like to be able to go to the corner store, buy a can of soup, and not have to let the store clerk into our affairs or vice versa. We like to travel on an airplane without worrying about whether we would personally get along with the pilot. A gift creates a "feeling bond." Commodity exchange does not.

The lack of such a "feeling bond" can, of course, be taken to hideous extremes, as when the Ford Motor Company did a cost-benefit analysis and decided not to fix a potentially fatal flaw in the Ford Pinto gas tank.

Carol Stack's *All Our Kin* describes both the positive and negative sides of a network of obligation and gratitude effectively constituting a gift economy. Her narrative of The Flats, a poor Chicago neighborhood, tells in passing the story of two sisters who each came into a small inheritance. One sister hoarded the inheritance and prospered materially for some time, but was alienated from the community. Her marriage ultimately broke up, and she integrated herself back into the community largely by giving gifts. The other sister fulfilled the community's expectations, but within six weeks had nothing material to show for the inheritance but a coat and a pair of shoes.

Global Ideas Bank - an institution whose origins lie in the Institute for Social Inventions, which was set up in 1985 by Nicholas Albery, social inventor and visionary. From small beginnings (a network of inventors,

The mixing of gift and commodity-based economies

Hyde argues that when a primarily gift-based economy is turned into a commodity-based economy, "the social fabric of the group is invariably destroyed." Much as there

are prohibitions against turning gifts into capital, there are prohibitions against treating gift exchange as barter. Among the Trobrianders, for example, treating Kula as barter is considered a disgrace.

Commodity exchange bypasses the web of gratitude and obligation involved in gift-giving. It is possible, however, to reintroduce elements of a gift economy into commodity exchange, such as *lagniappe* given to a loyal customer, or a professional discount given to a colleague.

Less happily, elements of a gift economy may be viewed from the standpoint of contract law and commodity exchange as nepotism, corruption, and bribery. Conversely, contract law based rational economic action aiming at profits may be viewed from the standpoint of a gift economy as unethical, amoral behavior.

Hyde writes that commercial goods can generally become gifts, but when gifts become commodities, the gift "… either stops being a gift or else abolishes the boundary… Contracts of the heart lie outside the law and the circle of gifts is narrowed, therefore, whenever such contracts are narrowed to legal relationships."

Even the most commodity-based economies have social (and/or legal) prohibitions on what may be commodified. In many societies, one may give up a child for adoption, but may not sell one's child. In most U.S. states, almost any private sexual activity between consenting adults is either legal or informally tolerated if it does not involve the exchange of money; most intimate acts move into the realm of the criminal if money is exchanged.

Theoretical obstacles to a pure gift economy

Several obstacles that might oppose the implementation of a pure gift economy (advocated by Peter Kropotkin) have been put forward by theorists from a range of disciplines. Limited forms of a gift economy exist between families, in the context of friendship, or within small communes, such as the Economy of the Iroquois in their relatively small tribes. However, as the size of the economy increases such

a quarterly newsletter), the Institute grew into a fully-fledged organisation under his leadership: producing an annual compendium, running social inventions workshops and promoting creative solutions around the world. It was part of the first European Social Innovations Exchange. In 2001, the Institute was awarded a Margaret Mead Special Recognition Award for "community creativity for a new century"

In 1995, the Global Ideas Bank (originally suggested by an American correspondent, Gregory Wright) was first established online, and has since become the name for the entire project's work. Through the work of several volunteer programmers and technical wizards (especially Flemming Funch of the New Civilization Network), new features were added: online submission, voting systems, categorisation, a message board, and so on.

as in modern cities, the ability of a gift economy to comply with this economy of scale may encounter obstacles because the links or memories individuals must make or have about between other members of the community become more numerous in order to apply the proper punitive measures to those who refuse to work when they have such an ability.

Milton Friedman and other free market and rational choice theorists argue that alternatives to free market economies will provide weak incentives, and criticises such alternatives because he does not believe there is any incentive for innovation or production as time progresses. With such weak incentives, they believe that very few goods or services will be produced for society compared to a market economy. They believe that without property arrangements, prices, and wages, there is no way to calculate individuals' needs and wants, and hoarding may result.

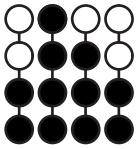
Austrian economists argue that general prosperity in the modern economy depends on a highly elaborate and global division of knowledge and labor. Non-local division of labor in turn requires a market price mechanism based on transactions between strangers who, beyond prices and some other simple contractual terms, are generally ignorant of each other's needs. The "gift economy," on the other hand, depends on high degrees of reputation, trust, and mutual knowledge of those with whom one transacted. It is necessarily thus limited to a network of friends and relatives, a group no larger than the Dunbar number. According to their analysis, it would thus reduce the division of labor, and result in universal poverty in larger groups.

Because such views generally do not attack the gift economy per se, but alternatives to free market economies in general, proponents of a pure gift economy advocate that other social mechanisms within a gift economy will replace the need for prices, which carry information about needs and wants. In this context, other individuals make the judgment which wants or needs are to be fulfilled first, in contrast to a market economy where goods would

graphical user interface - (GUI) is a type of user interface which allows people to interact with electronic devices like computers, hand-held devices (MP3 Players, Portable Media Players, Gaming devices), household appliances and office equipment. A GUI offers graphical icons, and visual indicators as opposed to text-based interfaces, typed command labels or text navigation to fully represent the information and actions available to a user. The actions are usually performed through direct manipulation of the graphical elements.

be allocated to the consumer offering the highest price. Those offering and giving the best products would then gain standing in the community.

Kropotkin argues that mutual benefit is a stronger incentive than mutual strife and is eventually more effective collectively in the long run to drive individuals to produce. The reason given is that a gift economy stresses the concept of increasing the other's abilities and means of production, which would then (theoretically) increase the ability of the community to reciprocate to the giving individual. Other solutions to prevent inefficiency in a pure gift economy due to wastage of resources that were not allocated to the most pressing need or want stresses the use of several methods involving collective shunning where collective groups keep track of other individuals' productivity, rather than leaving each individual having to keep track of the rest of society by him or herself.



Giving Circles

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Giving Circles are a form of philanthropy consisting of groups of individuals who pool their funds and other resources to donate to their communities and seek to increase their awareness and engagement in the process of giving. Through this process, they seek to impact their own communities or larger areas - including to have global impacts. The circles can serve as a form of shared, or collective, giving in the context of community economic development or other social ventures.

Members of giving circles donate their own money or time to a pooled fund, decide together where to give these away, and often have some sort of social or educational interaction associated with the giving. Many circles, in

grassroots

movement - (often referenced in the context of a political movement) is one driven by the constituents of a community. The term implies that the creation of the movement and the group supporting it is natural and spontaneous, highlighting the differences between this and a movement that is orchestrated by traditional power structures. Often, grassroots movements

are at the local level, as many volunteers in the community give their time to support the local party, which can lead to helping the national party. For instance, a grassroots movement can lead to significant voter registration for a political party, which in turn helps the state and national parties.

addition to donating their money, also contribute their time and skills to supporting local causes. Donations may range from spare change to thousands of dollars each year.

Giving circles as they currently manifest themselves are a new trend, but they are built on old traditions dating back hundreds of years to mutual aid societies and other forms of giving for the community. Several years ago, giving circles were predominantely composed of women. Women continue to make up the majority of today's giving circles - but today the make up of circles are more diverse in race, age and gender.

The structure of the circles can be informal or formal. On the informal side, circles may vote and choose an organization to support and each member writes an individual check. Formal circles may have their money housed at a local community foundation and have staff that support the work of the circle. Giving circles can range in size from a handful of members to several hundred.

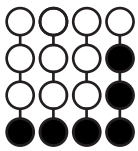
Individual donors who join or form a giving circle typically seek to build community within their circle through social events, in addition to the economic impacts of the groups.

In a 2007 study, the Forum of Regional Associations of Grantmakers' New Ventures in Philanthropy initiative identified approximately 400 Giving Circles in the U.S., more than double the number from two years earlier. A survey of 160 circles found that they leveraged $13 million in 2006 alone, and nearly $100 million to date. Nearly 12,000 people participated in the 160 giving circles surveyed; nearly half of circles now have male participants, and the popularity of giving circles is also growing among racial, ethnic and tribal communities as well as in the gay and lesbian community.

Another study conducted in 2005 by Angela M. Eikenberry, an assistant professor at the University of Nebraska at Omaha, found that giving circles generally bring both long-time and new philanthropists to organized philanthropy. For both groups, participation seems to

increase levels of giving while bringing "new money" to the nonprofit sector; especially to small and locally based organizations. Members also seem to learn about and give to organizations and individuals, and in interest areas, they most likely would not have given to otherwise. In addition, members are more thoughtful, focused and strategic in their personal giving because of educational experiences in the giving circle. These findings are based on 30 interviews with giving circle participants, staff, and philanthropic professionals working with giving circles, document analysis, and secondary data.

Examples of giving circles include the Zawadi giving circle in New Orleans, where 12 African-American members have collectively donated $24,000 over the past two years. Their money has provided intensive math tutoring for students at a local school, along with other projects. The four members of the Queer Youth Fund, based in Los Angeles, Calif., each give more than $100,000 per year to make substantial contributions to organizations that help improve the quality of life for lesbian, gay, bisexual and transgender youth



Global Consciousness Project

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The **Global Consciousness Project**, (GCP) also called the **EGG Project**, is a long-running science experiment maintained by an international collaboration of about 100 research scientists and engineers. It is based on technology developed at Princeton to study interactions of consciousness with physical systems. The GCP has been collecting data from a global network of random event

grassroots democracy - a tendency towards designing political processes where as much decision-making authority as practical is shifted to the organization's lowest geographic level of organization. To cite a specific hypothetical example, a national grassroots organization, such as an NGO, would place as much decision-making power as possible in the hands of a local chapter instead of the head office. The principle is that for democratic power to be best exercised it must be vested in a local community instead of isolated, atomized individuals. As such, grassroots organizations exist in contrast to so-called participatory systems, which tend to allow individuals equal access to decision-making irrespective of their standing in a local community, or which particular community they reside in. As well, grassroots systems also differ from representative systems that allow local communities or national memberships to elect representatives who then go on to make decisions. The difference between the three systems comes down to where they rest

on two different axes: the rootedness in a community (i.e. grassroots versus national or international); and the ability of self-appointed individuals to participate in the decision-making process (i.e. participatory versus representative.)

generators since August, 1998. The network currently maintains about 65 sites around the world running custom software that reads the output of physical random number generators and records a trial (sum of 200 bits) once every second, 24/7, continuously over months and years. The data is transmitted over the Internet to a server in Princeton, NJ, USA, where they are archived for later analysis. The result is a database of synchronized parallel sequences of truly random numbers.

The research question is whether there are deviations from randomness correlated with major events that engage the attention of large numbers of people. Such correlations are interpreted as reflecting the presence and activity of consciousness in the world.

Research

The research examines the output of some 65 networked hardware random number generators located around the world. The remote devices have been dubbed **Princeton Eggs**, where EGG is short for electrogaiagram, a portmanteau of electroencephalogram and Gaia. The general hypothesis holds that events that have a significant human impact may affect the randomness of the data from these generators in a statistically significant way.

Roger D. Nelson developed the project as an extrapolation of two decades of experiments from the Princeton Engineering Anomalies Research Lab (PEAR) which repeatedly show that electronic noise-based, truly random number generators (RNG or REG) seem to be intentionally influenced to bring about a less random sequence of data - in other words, that human intention can reduce natural entropy and create greater coherence within a random series of events.

gratis versus libre - the distinction between "for zero price" (gratis) and "freedom" (libre). Gratis appears in many English dictionaries, including

In an extension of the laboratory research called "FieldREG", investigators examined the outputs of REGs in the field, before, during and after highly focused or coherent group events. The group events studied include intense psychotherapy sessions, captivating theater presentations,

religious rituals, popular sports competitions, like Football World Cup, and high-interest television broadcasts like the Academy Awards

The group consciousness FieldREG studies were extended to global dimensions in studies looking at data from 12 independent REGs in the US and Europe during a web-promoted "Gaiamind Meditation" in Jan. 1997, and then in Sept. 1997 during the Princess Diana funeral ceremonies. The results suggested it would be worthwhile to build a permanent network of continuously running REGs. This became the EGG project or GCP, which began operation in 1998, collecting and archiving a continuously growing database. At each node in the network, the RNG is sampled once per second to produce a 200-bit trial sum that is recorded and transmitted over the Internet to Princeton, NJ, for archiving and analysis. Pre-planned tests indicate that many "global events" do correspond to deviations from randomness in the data.

The formal analysis consists of a series of replicated tests of the basic hypothesis that the data will show deviations from statistical expectation that are correlated with major events in the world. Before the data are examined, a hypothesis test is fully defined: The beginning and end of the data segment to be analysed and the statistical test to be used are specified in the GCP Hypothesis Registry. All the pre-specified analysis are reported and all are included in composite statistics.

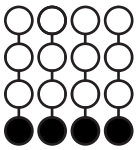
The best evidence for the hypothesis of an effect of mass consciousness, according to the GCP, is the continuing series of formal hypothesis tests. Over the eight-year history of the project, more than 200 events have been assessed. The majority show small departures from random expectation corresponding to the predictions, and the odds against chance for the composite outcome are greater than 500,000 to 1. An important result is that the mean effect size is small, about 0.3 sigma. This means that individual events cannot test the general hypothesis. Many results must be compounded before the statistical reliability of the correlation can be assessed.

the Oxford English Dictionary. However, libre does so less commonly, and no English adjective signifies "liberty" exclusively and as distinct from "at no monetary cost". This distinction is often important in dealing with laws concerning the use of information, such as copyright and patents. The terms are often used in the free software and open source communities, as well as the broader free culture movement, to categorize computer programs according to the licenses and legal restrictions that cover them. Both this expression and the term gratis are used to distinguish freeware (gratis software) from free (libre) software.

Peer reviewed publications include a methodology description in the *Journal of Parapsychology*, an examination of the data surrounding Sept 11, 2001 in *Foundations of Physics Letters*, and a descriptive article in the *Journal of Scientific Exploration*. A recent mainstream publication is in the *Proceedings of the AAAS* for a symposium on retrocausation in June 2006.

The data generated by the global random number generator network on September 11, 2001 was among the most intensively studied data developed by the project. The summary of the findings of the time and distance analysis was that "Through analysis of 144 sliding windows, from 5 minutes to 12 hours, in 5 minute increments, we find that over a period of 3 months, one date is associated with a statistical anomaly: September 11, 2001. On this date, the time range appearing most often is 6 AM - 10 AM, peaking around 9:00 - 10:00 AM, and the location primarily the East Coast of the USA."

gratitude - appreciation, or thankfulness is a positive emotion or attitude in acknowledgment of a benefit that one has received or will receive. There are ways to show gratitude as in what ways to say it. In contrast to the positive feeling of gratitude, the feeling of indebtedness is a negative reaction to a favor (Tsang, 2006a; Watkins, Scheer, Ovnicek, & Kolts, 2006). Even though our reactions to favors might not always be positive, researchers have found that people express gratitude often.



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LIC REMIX SHAR

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Timeline

The FDL was released in draft form for feedback in late 1999. After revisions, version 1.1 was issued in March, year 2000, and version 1.2 in November 2002. The current state of the license is version 1.2.

The first discussion draft of the GNU Free Documentation License version 2 was released on September 26, 2006, along with a draft of the new GNU Simpler Free Documentation License.

The new draft of the GNU FDL includes a number of improvements, such as new terms crafted during the GPLv3 process to improve internationalization, clarifications to help people applying the license to audio and video, and relaxed requirements for using an excerpt from a work.

The new proposed GNU Simpler Free Documentation License has no requirements to maintain Cover Texts and Invariant Sections. This will provide a simpler licensing option for authors who do not wish to use these features in the GNU FDL.

On December 1, 2007, Jimmy Wales announced that a long period of discussion and negotiation between and amongst the Free Software Foundation, Creative Commons, the Wikimedia Foundation and others have produced a proposal supported by both the FSF and Creative Commons to modify the Free Documentation License in such a fashion as to allow the possibility for the Wikimedia Foundation to migrate the projects to CC-BY-SA

group - defined as two or more beings that interact with one another, accept expectations and obligations as members of the group, and share a common identity. By this definition, society can be viewed as a large group, though most social groups are considerably smaller.
A true group exhibits some degree of social cohesion and is more than a simple collection or aggregate of individuals, such as people waiting at a bus stop. Characteristics shared by members of a group may include interests, values, ethnic or social background, and kinship ties. According to

Paul Hare, the defining characteristic of a group is social interaction.

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Enforcement

Wikipedia, the best-known user of the GFDL, has never taken anyone to court to enforce its license. A Dutch court has enforced a similar license - CC-BY-NC-SA - against a commercial magazine that reprinted photos that had been uploaded to Flickr.

Criticism of the GFDL

The Debian project and Nathanael Nerode have raised objections. Debian developers eventually voted to consider works licensed under the GFDL to comply with their Debian Free Software Guidelines provided the invariant section clauses are not used. These critics recommend the use of alternative licenses such as the share-alike Creative Commons licenses, the BSD Documentation License, or even the GNU GPL. They consider the GFDL a non-free license. The reasons for this are that the GFDL allows "invariant" text which cannot be modified or removed, and that its prohibition against digital rights management (DRM) systems applies to valid usages, like for "private copies made and not distributed".

DRM clause

The GNU FDL contains the statement:

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group-dynamic games - are experiential education exercises which help people to learn about themselves, interpersonal relationships, and how groups function from a group dynamics or social psychological point of view.

Group dynamics can be understood as complex from an interpersonal relationships point of view because it involves:

- relationships between two people
- relationships between a person and a group
- relationships between groups

Group-dynamic games are usually designed for the specific purpose of furthering personal development, character building, and teamwork via a Group-dynamic milieu. The group leader may sometimes also be the game leader, or between peers, the leadership and game-rules can change.

Some games require large spaces, special objects and tools, quietness or many before-game and after-game needs. When aged, frail or disabled people ("special needs") are involved, existing games may need modification to be used. The use of group dynamic activities has a history of application in conflict resolution, anger management and team building and many other areas such as drug rehabilitation and drama therapy.

Types of group-dynamic games

- Dancing (some types)
- Dramaturgy (sociology)
- Group problem solving activities (or initiative tasks)
- Ice-breaker games
- Large group games
- Leadership-games
- Psycho-drama
- Role-playing games
- Team building games
- Trust-building games
- Win-win games (= 'cooperative games', 'new games')

Group problem solving activities

There are a number of exercises that propose a problem that the group

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A criticism of this language is that it is too broad, because it applies to private copies made but not distributed. This means that a licensee is not allowed to save document copies "made" in a proprietary file format or using encryption.

In 2003, Richard Stallman said about the above sentence on the debian-legal mailing list:

This means that you cannot publish them under DRM systems to restrict the possessors of the copies. It isn't supposed to refer to use of encryption or file access control on your own copy. I will talk with our lawyer and see if that sentence needs to be clarified.

Invariant sections

A GNU FDL work can quickly be encumbered because a new, different, title must be given and a list of previous titles must be kept. This could lead to the situation where there are a whole series of title pages, and dedications, in each and every copy of the book if it has a long lineage. These pages cannot be removed until the work enters the public domain after copyright expires.

Richard Stallman said about invariant sections on the debian-legal mailing list:

The goal of invariant sections, ever since the 80s when we first made the GNU Manifesto an invariant section in the Emacs Manual, was to make sure they could not be removed. Specifically, to make sure that distributors of Emacs that also distribute non-free software could not remove the statements of our philosophy, which they might think of doing because those statements criticize their actions.

Burdens when printing

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Other free content licenses

Some of these were developed independently of the GNU FDL, while others were developed in response to perceived flaws in the GNU FDL.

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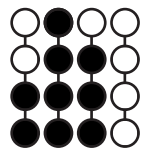
Group dynamics



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Group dynamics is the study of groups, and also a general term for group processes. Relevant to the fields of psychology, sociology, and communication studies, a group

must solve. Some of these simply benefit from the diversity of perspectives and background knowledge inherent in groups to find the answer more quickly (Trivia, Wuzzles) while another approach is to give each individual some information and the collective information is needed to solve the problem or challenge.

These can be simple or truly elegant situations. Many, like ZinObelisk, can be found for free on various websites and in books designed for use by trainers. Some of these free programs come with adequate support instructions while others are less complete. Many are readily adaptable to different situations and desired outcomes.

Some companies market ready-to-play board games that are good for large groups. An example is Performance Management Company, which sells games like "The Search for The Lost Dutchman's Gold Mine." These types of programs often give teams resources, provides a structured environment for problem solving, and rewards collaboration (rather than competition). You can

expect that these for-sale products will be bundled with instructor's guides, templates for play and other facilitation and instructional resources.

is two or more individuals who are connected to each other by social relationships. Because they interact and influence each other, groups develop a number of dynamic processes that separate them from a random collection of individuals. These processes include norms, roles, relations, development, need to belong, social influence, and effects on behavior. The field of group dynamics is primarily concerned with small group behavior. Groups may be classified as aggregate, primary, secondary and category groups.

Key theorists

Gustave Le Bon was a French social psychologist whose seminal study, *The Crowd: A Study of the Popular Mind* (1896) led to the development of group psychology.

Sigmund Freud's *Group Psychology and the Analysis of the Ego,* (1922) based on a critique of Le Bon's work, led to further development in theories of group behavior in the latter half of the twentieth century.

Kurt Lewin is commonly identified as the founder of the movement to study groups scientifically. He coined the term *group dynamics* to describe the way groups and individuals act and react to changing circumstances.

William Schutz looked at interpersonal relations from the perspective of three dimensions: *inclusion, control,* and *affection.* This became the basis for a theory of group behavior that sees groups as resolving issues in each of these stages in order to be able to develop to the next stage. Conversely, a group may also devolve to an earlier stage if unable to resolve outstanding issues in a particular stage.

groupthink - a type of thought exhibited by group members who try to minimize conflict and reach consensus without critically testing, analyzing, and evaluating ideas. Individual creativity, uniqueness, and indepen-

Wilfred Bion studied group dynamics from a psychoanalytic perspective, and stated that he was much influenced by Wilfred Trotter for whom he worked at University College Hospital London, as did another key figure in the Psychoanalytic movement, Ernest Jones. Many of Bion's findings were reported in his published books, especially *Experiences in Groups.* The Tavistock Institute has further developed and applied the theory and practices developed

by Bion.

Bruce Tuckman (1965) proposed the four-stage model called Tuckman's Stages for a group. Tuckman's model states that the ideal group decision-making process should occur in four stages:

- *Forming* (pretending to get on or get along with others);
- *Storming* (letting down the politeness barrier and trying to get down to the issues even if tempers flare up);
- *Norming* (getting used to each other and developing trust and productivity);
- *Performing* (working in a group to a common goal on a highly efficient and cooperative basis).

Tuckman later added a fifth stage for the dissolution of a group called *adjourning*. (*Adjourning* may also be referred to as *mourning*, i.e. mourning the adjournment of the group). It should be noted that this model refers to the overall pattern of the group, but of course individuals within a group work in different ways. If distrust persists, a group may never even get to the norming stage.

M. Scott Peck developed stages for larger-scale groups (i.e., communities) which are similar to Tuckman's stages of group development. Peck describes the stages of a community as:

- *Pseudo-community*
- *Chaos*
- *Emptiness*
- *True Community*

Communities may be distinguished from other types of groups, in Peck's view, by the need for members to eliminate barriers to communication in order to be able to form true community. Examples of common barriers are: expectations and preconceptions; prejudices; ideology, counterproductive norms, theology and solutions; the need to heal, convert, fix or solve and the need to control. A community is born when its members reach a stage of "emptiness" or peace.

dent thinking are lost in the pursuit of group cohesiveness, as are the advantages of reasonable balance in choice and thought that might normally be obtained by making decisions as a group. During groupthink, members of the group avoid promoting viewpoints outside the comfort zone of consensus thinking. A variety of motives for this may exist such as a desire to avoid being seen as foolish, or a desire to avoid embarrassing or angering other members of the group. Groupthink may cause groups to make hasty, irrational decisions, where individual doubts are set aside, for fear of upsetting the group's balance. The term is frequently used pejoratively, with hindsight.

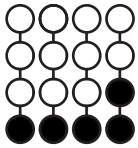
Application

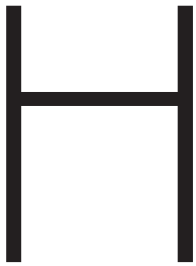
Group dynamics form a basis for group therapy, often with therapeutic approaches that are often formed of groups such as family therapy and the expressive therapies. Politicians and salesmen may use their knowledge of the principles of group dynamics to aid their cause. Increasingly, group dynamics are becoming of particular interest because of online, social interaction made possible by the internet.

Software Project Management

The agile software development which puts emphasis on people rather than processes has been interested in Group Dynamics. It is then known that some agile practices (Collective Code Ownership and pair programming) must be taken with care because developers in a team-rewarded team will eventually try to match their efforts to the average of what they think their teammates are doing.

guild socialism - a political movement advocating workers' control of industry through the medium of trade-related guilds, and presented as an alternative to state-control of industry or conventional trade union activity. Guilds, unlike the existing trade unions, would not confine their demands to matters of wages and conditions but would seek to obtain control of industry for the workers whom they represented.





Halfbakery

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The **halfbakery** is a community-based ideas bank used by people who wish to propose and develop (not always serious) half-baked inventions. Among many similar such sites (e.g., WorthIdea, ShouldExist, whynot.net, globalideasbank.org, idea-a-day.com), it has distinguished itself by minimalism, irreverence, and a cast of regulars whose takes on suggested inventions are often funnier than the original submission.

Usage

Halfbakery can be read by anyone, but only logged-in users can contribute. A user with an account can submit new *ideas* (the inventions) and add *links* and *annotations* to existing ideas. An account is currently gained by e-mailing the "bakesperson," an e-mail address provided on the site. Logged in users can also vote *for* or *against* a particular idea. Users are able to edit and delete their ideas, links, annotations, votes, and even their whole account. A few selected users can illustrate ideas, and the illustrations are linked to on the idea's page.

There is a small group of volunteer moderators who can contribute ideas themselves and have rights to delete ideas, annotations and links provided by other users. Moderators, however, must adhere to guidelines and are generally forbidden from deleting the links or annotations of other users. Moderators are unable to see who cast votes or alter votes other than their own.

Ideas

Halfbakery has a variety of mechanisms for creating and

hawthorne effect - a form of reactivity, and describes a temporary change to behavior or performance in response to a change in the environmental conditions, with the response being typically an improvement. The term was coined in 1955 by Henry A. Landsberger when analyzing older experiments from 1924-1932 at the Hawthorne Works (outside Chicago). Landsberger defined the Hawthorne effect as:

"a short-term improvement caused by observing worker performance."

Earlier researchers had concluded the short-term improvement was caused by teamwork

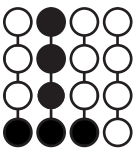
when workers saw themselves as part of a study group or team. Others have broadened the definition to mean that people's behavior and performance change following any new or increased attention. Hence, the term Hawthorne effect no longer has a specific definition.

discussing ideas.

An idea is initially created with the following components:

- Title: This is usually short, and often makes use of a pun or alliteration.
- Category: There are many categories, which are created by the bakesperson as needed.
- Summary: Used as a subtitle, this either clarifies the title, gives a summary or a humorous line.
- Description: The details of the idea.

Once created, an idea can be discussed by other users. Users can add annotations, include links to other Halfbaked ideas, and vote on the idea. All user comments, links, and votes can be changed or removed by the users who posted them, and comments and links can also be removed by the idea creator.



Heartcircle

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Heart Circles are an ongoing small support group setting designed with the stated intent of allowing people to explore how to deliberately become more creative, joyful, mentally-focused and heart-directed and more responsive to the changing times. The idea of Heart Circles is that as people explore this together intentionally, they may connect quickly and deeply. Friendships may form and community be strengthened. Heart Circles were designed with the intent of building sustainable communities to take people safely through this global transition from struggle and fear to cooperation and love.

heirarchy of human needs - a theory in psychology, proposed by Abraham Maslow in his 1943 paper A Theory of Human Motivation. Maslow's hierarchy of needs is often depicted as a pyramid consisting of five levels:

Heart Circles are self-organized and self-facilitated. They can be composed of friends and acquaintances, or committed partnerships or family members. They can also be formed within schools,businesses, non-profit organizations or church and temples. They meet weekly or bi-monthly. They can have as few as two members and as many as ten.

At the core of Heart Circle Model is the agenda: people sit quietly together for a few minutes to tune in. Then there is a short check-in to find out what everyone is feeling as the Circle opens. The rest of the Circle time is used to explore what each person wants to create in their lives. Closure follows. There is claimed to be an inherent power in this simplicity.

The Heart Circle Model that Tej Steiner has created interweaves together five dynamic functions into a small group structure that people can self-create and self-facilitate.

The Five Functions of the Heart Circle Model according to Tej Steiner

1. We are born with a capacity to 'witness' our own thoughts, emotions, energy states, desires, intuition, etc. We can 'watch' our thoughts and consciously feel what we are feeling. The more we develop this 'witness within' the more 'alive' we become. In Heart Circles members work deliberately with expanding their witnessing capacity.

2. As human beings, we all face the same challenge: to move from living in our conditioned, unconscious wants (the Matrix) to living from consciously feeling what we truly want (the Heart). Heart Circles provide a place for members to practice discernment between these two very different realities.

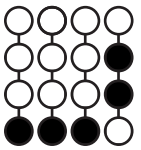
3. Whenever people sit together consciously to share what they are feeling in the moment and wanting in their lives, bonding occurs spontaneously. When bonding occurs consistently, friendships form. Strong friendships create community. This is what happens in a Heart Circle

the first lower level is being associated with Physiological needs, while the top levels are termed growth needs associated with psychological needs. Deficiency needs must be met first. Once these are met, seeking to satisfy growth needs drives personal growth. The higher needs in this hierarchy only come into focus when the lower needs in the pyramid are met. Once an individual has moved upwards to the next level, needs in the lower level will no longer be prioritized. If a lower set of needs is no longer being met, the individual will temporarily re-prioritize those needs by focusing attention on the unfulfilled needs, but will not permanently regress to the lower level. For instance, a businessman at the esteem level who is diagnosed with cancer will spend a great deal of time concentrating on his health (physiological needs), but will continue to value his work performance (esteem needs) and will likely return to work during periods of remission.

by design.

4. We are going through perilous times. The corporate centralized systems we have created to support vast consumer lifestyles cannot sustain us without radical re-invention. Every one of us is being called into the mystery of how this will unfold. Heart Circles provide members with a place to respond to these times creatively and cooperatively.

5. The ultimate purpose of life is to both enjoy and participate in the majesty of life itself. In Heart Circles, this is not some theory to discuss. It's a 'practice' that occurs within the Circle and then blended into daily life.

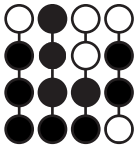


Hitchhiking

P2P SHARING LOC

Also known as thumbing, hitching, autostop or thumbing up a ride) is a means of transportation that is gained by asking people, usually strangers, for a ride in their automobile or other road vehicle to travel a distance that may either be short or long. The latter may require many rides from different people; a ride is usually but not always free. Hitchhiking is a historically common practice worldwide, and hence there are very few places in the world where laws exist to restrict it. However, a minority of countries have laws that restrict hitchhiking at certain locations. In the United States, for example, some local governments have laws to outlaw hitchhiking, with safety being the primary concern. By contrast, there are places where drivers are obliged to pick up hitchhikers. These places include Cuba, where government vehicles and lorry drivers, with an unoccupied seat, must pick up hitchhikers.

herd behaviour - how individuals in a group can act together without planned direction. The term pertains to the behaviour of animals in herds, flocks, and schools, and to human conduct during activities such as stock market bubbles and crashes, street demonstrations, sporting events, episodes of mob violence and even everyday decision making, judgement and opinion forming. A group of animals fleeing a predator shows the nature of herd behavior. In 1971, in the often cited article "Geometry For The Selfish Herd," evolutionary biologist W. D. Hamilton asserted that each individual group member reduces the danger to itself by moving as close as possible to the center of



Holacracy

C CONS DEC FAC METH

Holacracy is an organizational structure.

It uses the 4 principles of sociocracy

1. Decision Making by Consent: Consent is a method of decision-making whereby the arguments presented in discussing a decision are of paramount importance, and the result of the discussion is that no one present knows of a paramount reason to continue discussion before proceeding with the proposed decision. (Consent is different than consensus. Consensus is more focused on whether a person is for or against a proposal, consent is focused on reasons.)

2. Circle Organization: The organization is built of a hierarchy of semi-autonomous circles. Each circle has its own aim, given by the higher-level circle, and has the authority and responsibility to execute, measure, and control its own processes to move towards its aim.

3. Double-Linking: A lower circle is always linked to the circle above it via at least two people who belong to and take part in the decision making of both the higher circle and the lower circle. One of these links is the person with overall accountability for the lower-level circle's results, and the other is a representative elected from within the lower-level circle.

4. Elections by Consent: People are elected to key roles exclusively by consent after open discussion (this is not a democratic majority-vote election). Most notably, the

the fleeing group. Thus the herd appears to act as a unit in moving together, but its function emerges from the uncoordinated behavior of self-seeking individuals.Asymmetric aggregation of animals under panic conditions has been observed in many species, including humans, mice, and ants. Theoretical models have demonstrated symmetry breaking similar to observations in empirical studies. For example when panicked individuals confined to a room with two equal and equidistant exits, a majority will favor one exit while the minority will favor the other.

horizontalism - a theory or system that advocates the creation, development and maintenance of social structures for the equitable distribution of power. These

structures and relationships would function as a result of continuous participation and exchange between individuals. Horizontality is an attempt to allow everyone to become active and direct participants in the decisions and actions that affect them. It implies equality of power in the sense that there is no dictation of directives or obligations to the individual, but rather mutual agreements and commitments.

election process applies to the representative elected from a lower-level circle to a higher-level circle.

And in addition

5. Dynamic steering : Conditions are constantly changing. Decisions are made quickly on a 'good enough for now' basis. People are encouraged to be in present moment awareness. Decisions can be revisited and changed as conditions change. (The combination of dynamic steering with consent leads to a new type of decision-making process). People are encouraged to experiment and adapt. There are short, iterative cycles. (Dynamic steering is based in agile project management, cybernetics and action learning philosophy)

6. Requisite alignment : A natural fit for structures, roles, accountabilities will emerge. (This takes from Elliot Jacques resquisite organization theory)

7. Restorative justice. If an individual does something to bring the system out of balance they seek to find a way to bring the system back into balance.

8. Social responsibility built in. The board includes roles representing the needs of the broader environment that an organization is in. These roles may represent the community the organization is, the larger industry that the organization is involved in, and the natural environment. So decisions made within the organization factor in the larger circles/holons that it is part of.

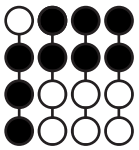
9. Organizational consciousness. There is a tuning and sensing into the consciousness of the organization itself beyond the egos of the people who are in the organization.

hierarchy - an arrangement of objects, people, elements, values, grades, orders, classes, etc., in a ranked or graduated se-

10. Holonic emergence . Tuning into see what new organizational structures want to emerge- what structures might transcend and include current structures that would take the organization to next levels in spiral dynamics and Ken

Wilber's integral development scheme.

Examples of holacratic organizations are Ternary software, Center for Human Emergence Netherlands, Falling Fruit media. Ken Wilber's Integral Institute attempted to implement a holacractic structue.



Housing cooperative

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A **housing cooperative** is a legal entity—usually a corporation—that owns real estate, consisting of one or more residential buildings. Each shareholder in the legal entity is granted the right to occupy one housing unit, sometimes subject to an occupancy agreement, which is similar to a lease. The occupancy agreement specifies the co-op's rules. *Cooperative* is also used to describe a non-share capital co-op model in which fee-paying members obtain the right to occupy a bedroom and share the communal resources of a house that is owned by a cooperative organization. Such is the case with student cooperatives in some college neighborhoods in the United States.

Legal status

As a legal entity, a co-op can contract with other companies or hire individuals to provide it with services, such as a maintenance contractor or a building manager. It can also hire employees, such as a manager or a caretaker, to deal with specific things that volunteers may prefer not to do or may not be good at doing, such as electrical maintenance. However, as many housing cooperatives strive to run self-

ries. The word can also refer to a series of such items so arranged. Items in a hierarchy are typically thought of as being "above," "below," or "at the same level as" one another.
This is as opposed to anarchy where there is no concept of higher or lower items (or people) -- everything is considered equal.

homeostasis - is the property of either an open system or a closed system, especially a living organism, that regulates its internal environment so as to maintain a stable, constant condition.

Multiple dynamic equilibrium adjustment and regulation mechanisms make homeostasis possible.

sufficiently, as much work as possible is completed by its members.

A shareholder in a co-op does not own real estate, but a share of the legal entity that does own real estate. Co-operative ownership is quite distinct from condominiums where people "own" individual units and have little say in who moves into the other units. Because of this, most jurisdictions have developed separate legislation, similar to laws that regulate companies, to regulate how co-ops are operated and the rights and obligations of shareholders.

Ownership

Each resident or resident household has membership in the co-operative association. Members have occupancy rights to a specific suite within the housing co-operative as outlined in their "occupancy agreement", or "proprietary lease" which is essentially a lease.

In some cases, the co-op follows Rochdale Principles where each shareholder has only one vote. Most cooperatives are incorporated as limited stock companies where the number of votes an owner has is tied to the number of shares owned by the person. Whichever form of voting is employed it is necessary to conduct an election among shareholders to determine who will represent them on the board of directors (if one exists), the governing body of the co-operative. The board of directors is generally responsible for the business decisions including the financial requirements and sustainability of the co-operative. Although politics vary from co-op to co-op and depend largely on the wishes of its members, it is a general rule that a majority vote of the board is necessary to make business decisions.

hub - the center of a wheel where the spokes meet. This metaphor applies across the definitions applied by the various disciplines that use the term.

Finance

A housing cooperative is normally *de facto* non-profit, since usually most of its income comes from the rents paid by its residents, who are invariably its members. There is no point in creating a deliberate surplus—except for

operational requirements such as setting aside funds for replacement of assets—since that simply means that the rents paid by members are set higher than the expenses. (Note, however, that it's quite possible for a housing co-op to own other revenue-generating assets, such as a subsidiary business which could produce surplus income to offset the cost of the housing, but in those cases the housing rents are usually reduced to compensate for the additional revenue.)

hugg.com - a website where users collaborate to find and aggregate interesting environmental and social news on the web.

It is relatively difficult to start a housing co-op because if the idea is, for instance, to build a building or group of buildings to house the members, this usually takes a significant mortgage loan for which a financial institution will want assurances of responsibility. It may also take a year or more for the members to organize the design and construction, as well as time and foresight to establish even basic organizational policies. It is rare that these kinds of skills of organization are available in a random group of people who often have pressures on their existing housing. It may be somewhat easier to organize a group of closely related housing units. This opportunity may arise, for example, if an existing apartment building's owner is thinking about selling it.

There are housing co-ops of the rich and famous: John Lennon, for instance, lived in a housing co-operative, and most apartments in New York City that are owned rather than rented are held through a co-operative rather than via a condominium arrangement.

There are two main types of housing co-operative financing methods, market rate and limited equity. With market rate, the share price is allowed to rise on the open market and shareholders may sell at whatever price the market will bear when they want to move out. In many ways market rate is thus similar financially to owning a condominium, with the difference being that often the co-op carries a mortgage, resulting in a much higher monthly fee paid to the co-op than would be so in a condominium. The purchase price of a comparable unit in the co-op is typically much lower, however.

human being - humans or man (Origin: 1590–1600; < L homō man; OL hemō the earthly one (see humus), also Homo sapi-

With limited equity, the co-op has rules regarding pricing of shares when sold. The idea behind limited equity is to maintain affordable housing. A sub-set of the limited equity model is the no-equity model, which looks very much like renting, with a very low purchase price (comparable to a rental security deposit) and a monthly fee in lieu of rent. When selling, all that is re-couped is that very low purchase price.

In the USA

In the United States, housing co-ops are usually categorized as corporations or LLCs and are found in abundance in the Greater New York metropolitan area, and more precisely within New York City itself, Westchester County, New York (which borders the city to the north) and towns in New Jersey that are immediately across the Hudson River from Manhattan, such as Fort Lee, Edgewater, or Weehawken. Unlike in other parts of the world, most of these housing co-ops did not develop as a result of social engineering. Apartment buildings and multiple-family housing simply make up a more significant share of the housing stock in the New York City area than in most other US cities, and the cooperative form of ownership has dominated over the condominium form. Reasons suggested to explain why cooperatives are relatively more common than condominiums in the New York City area are :

1. Inspired by Abraham Kazan, Cooperatives appeared at least as far back as the 1920s while a legal basis for condominium form of ownership was not available in New York State until 1964. (Passage of the Condominium Act then opened a wave of construction of condominium buildings.

2. The cooperative form can be advantageous as a building mortgage can be carried by the cooperative corporation, leaving less financing to be obtained by each co-op owner. Under condominium ownership only the separate condo owners provide financing. Particularly when interest rates are high,

ens — Latin: "wise human" or "knowing human"), are bipedal primates in the family Hominidae. DNA evidence indicates that modern humans originated in Africa about 200,000 years ago. Humans have a highly developed brain, capable of abstract reasoning, language, introspection, problem solving and emotion. The human population on Earth is greater than 6.7 billion, as of July, 2008. There is only one extant subspecies, Homo sapiens sapiens. As of 2008, humans are listed as a species of least concern for extinction by the International Union for Conservation of Nature. Like most higher primates, humans are social by nature. Humans are particularly adept at utilizing systems of communication for self-expression, exchanging of ideas, and organization. Humans create complex social structures composed of many cooperating and competing groups, from families to nations.

a conversion sponsor may find unit buyers more easily under the cooperative arrangement as buyers will have less financing to arrange on their own; the apparent purchase price of a unit in a cooperative building holding an underlying mortgage is lower than a condo purchase. Cooperative unit buyers may not accurately weigh their share of the building's mortgage.

3. Also, later in a building's life after conversion, major new investments required to repair or replace building systems can be raised by a new central mortgage in a cooperative, while in a condominium funds could only be raised by onerous assessments being required of each individual unit owner. However, the New York State's condominium law was amended in 1997 to allow condominium associations to carry building mortgages.

4. A co-op building's board can exercise its own business discretion to impose restrictions on shareholders, and reject prospective purchases without explanation, as long as it does not violate federal and state housing or civil rights laws.

In New York City, another significant factor in the rise of co-op and condominium ownership is strict and complicated rent control laws that have made many landlords want to get out of the rental property market.

Most of the housing cooperatives in the Greater New York area were converted to that status during the 1980s; generally they were large buildings built between the 1920s and 1950s that a single landlord or corporation owned and rented out that became unprofitable as rental properties. To encourage individual ownership of units, the initial buyers of units (buying from the owner of the entire building) did not have to be approved by a board. Also, the rental tenants living in the building at the time of the conversion were usually given an option to buy at a discount. Many of these buildings, especially in Manhattan, are actually quite luxurious and exclusive; many celebrities live in them and

human relations movement - refers to those researchers of organizational development who study the behavior of people in groups, in particular workplace groups. It originated in the 1920s' Hawthorne studies, which examined the effects of social relations, motivation and employee satisfaction on factory productivity. The movement viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts.
"The hallmark of human-relation theories is the primacy given to organizations as human cooperative systems rather than mechanical con-

traptions."

Barnard stressed the following:

1. Natural groups, in which social aspects take precedence over functional organizational structures
2. Upwards communication, by which communication is two way, from worker to chief executive, as well as vice versa.
3. Cohesive and good leadership is needed to communicate goals and to ensure effective and coherent decision making

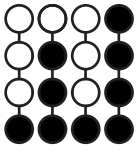
some famous people are even rejected by the board. In the 1990s and 2000s some rental buildings in the Chicago, Washington, DC, and Miami-Fort Lauderdale-West Palm Beach areas went through a similar conversion process, though not to the degree of New York.

Many of the cooperatives originally built as co-ops were sponsored by trade unions, such as the Amalgamated Clothing Workers of America. One of the largest projects was Cooperative Village in Lower East Side of Manhattan. The United Housing Foundation was set up in 1951 and built the Co-op City in Bronx, and were built by architect Herman Jessor.

Student housing cooperatives

However, multiple person cooperative models exist all over the country. Artist, student and community co-operatives are common in the San Francisco Bay Area. Many of these housing co-operatives are members of organizations such as NASCO. Unlike a resident who acquires shares at market rates to earn the right to occupy a specific apartment on a permanent basis (share capital co-op model), a resident of a student co-op acquires membership and occupancy rights by paying subscription fees or by paying rent (non-share capital co-op model). In the case of student housing co-operatives, members typically share a house and are communally responsible for its associated housekeeping duties.

Student-owned and -operated housing co-operatives were formed primarily for economic reasons to provide low-cost housing to university students. Secondarily, they generally provide experience in self-governance and social cooperation. The earliest examples began in the Depression years. Two of the first on record were founded in 1932, Michigan Socialist House at the University of Michigan in Ann Arbor, Michigan and Collegiate Living Organization (University of Florida) in Gainesville, Florida.



Ideas bank

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An **ideas bank** is a website where people post, exchange, discuss, and polish new ideas. Some ideas banks are used for the purpose of developing new inventions or technologies. Many corporations have installed internal ideas banks to gather the input from their employees and improve their ideation process. Some ideas banks employ a voting system to estimate an idea's value. In some cases, ideas banks can be more humor-oriented than their serious counterparts. The underlying theory of an ideas bank is that if a large group of people collaborate on a project or the development of an idea that eventually said project or idea will reach perfection in the eyes of those who worked on it.

ideagoras - places on the internet where large numbers of people and/or businesses gather to exchange ideas and solutions. The term was coined by Don Tapscott and Anthony D. Williams in Wikinomics: How Mass Collaboration Changes Everything and originates from the ancient Greek word agora. An agora was an open "place of assembly" in an ancient Greek city-state where trade occurred. It has also been described as the political heart of Athens from 600BC.

Examples

As part of the adoption of enterprise social software, many companies have decided to use such a portal to allow their employees (on the intra-net) or their customers (on the internet) to collaborate in the process of raising new ideas.

Idea management software has the sole purpose of raising new ideas — for new products, process improvements, employee welfare or any other corporate use.

Although not necessarily ideas banks *per se*, by allowing anyone to edit, wikis allow a group of people to work on information collaboratively. This collaborative writing can continue until all are satisfied with the article or piece of writing, but more often than not contributions continue as visitors add information, improve what is already there,

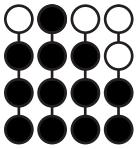
and remove irrelevant or incorrect information.

Halfbakery is an example of a slightly less serious ideas bank. Users submit ideas, often jokingly, which are then commented on, often jokingly, by other users.

The Global Ideas Bank is different from Halfbakery in that ideas are proposed seriously, and in some cases actually implemented. It started as a group of inventors in 1985 and became a large organization over several years until it was put online with its current name in 1995.

Founded in London in 2000, Idea A Day solicits submissions of original ideas from around the world, edits and publishes one considered example every day. A book, The Big Idea Book, comprising 500 of the best ideas was published by Wiley in 2003.

idea-expression divide - or idea-expression dichotomy is a concept which explains the appropriate function of copyright laws, which are generally designed to protect the fixed expression or manifestation of an idea rather than the fundamental idea itself. In Mazer v. Stein, 347 U.S. 201, 217 (1954), the Supreme Court stated "Unlike a patent, a copyright gives no exclusive right to the art disclosed; protection is given only to the expression of the idea—not the idea itself."
Some of the criticism directed at "intellectual property" is based on the confusion between patents, which may confer proprietary rights in relation to general ideas and concepts per se when construed as methods, and copyrights, which cannot confer such rights.



Intentional community

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An **intentional community** is a planned residential community designed to have a much higher degree of teamwork than other communities. The members of an intentional community typically hold a common social, political or spiritual vision and are often part of the alternative society. They also share responsibilities and resources. Intentional communities include cohousing, residential land trusts, ecovillages, communes, kibbutzim, ashrams, moshavs, and housing cooperatives. Typically, new members of an intentional community are selected by the community's existing membership, rather than by real-estate agents or land owners (if the land is not owned

by the community). Though intentional communities do not claim to be utopias in the sense of *perfect* places, many do attempt to live a different and *better* sort of society, and as such many draw on historical utopian experiments or ideas in utopian fiction.

It is important to note that in the context of *intentional communities* the above terms have different meanings compared to the legal forms of real estate ownership that may have the same name.

ideology - a set of beliefs, aims and ideas, especially in politics. An ideology can be thought of as a comprehensive vision, as a way of looking at things (compare Weltanschauung), as in common sense (Ideology in everyday society below) and several philosophical tendencies (Political ideologies), or a set of ideas proposed by the dominant class of a society to all members of this society. The main purpose behind an ideology is to offer change in society through a normative thought process. Ideologies are systems of abstract thought (as opposed to mere ideation) applied to public matters and thus make this concept central to politics. Implicitly every political tendency entails an ideology whether or not it is propounded as an explicit system of thought.

Characteristics

Purpose

The purposes of intentional communities vary. They may include sharing resources, creating family-oriented neighborhoods and living ecologically sustainable lifestyles (ecovillages).

Types of communities

Some communities are secular; others have a spiritual basis. One common practice, particularly in spiritual communities, is eating communal meals. Commonly there is a focus on egalitarian values. Other themes are voluntary simplicity, interpersonal growth and self-reliance. Some communities provide services to disadvantaged populations, for example, war refugees, the homeless, or people with developmental disabilities. Some communities operate learning or health centers.

Types of memberships

Many communities have different types or levels of membership. Typically, intentional communities have a selection process which starts with someone interested in the community coming for a visit. Often prospective community members are interviewed by a selection committee of the community or in some cases by everyone in the community. Many communities have a "provisional membership" period. After a visitor has been accepted, a new member is "provisional" until they have stayed for

some period (often six months or a year) and then the community re-evaluates their membership. Generally, after the provisional member has been accepted, they become a full member. In many communities, the voting privileges and/or community benefits for provisional members are less than those for full members.

Christian intentional communities are usually composed of those wanting to emulate the practices of the earliest believers. Using "The Acts of the Apostles" in the Bible (and, often, the "Sermon on the Mount") as a model, members of these communities strive for a practical outworking of their individual faith in a corporate context.

A survey in the 1995 edition of the *Communities Directory,* published by Fellowship for Intentional Community (FIC), reported that 54% of the communities choosing to list themselves were rural, 28% were urban, 10% had both rural and urban sites, and 8% didn't specify.

Type of governance

The most common form of governance in intentional communities is democratic (64%), with decisions made by some form of consensus decision-making or voting. Of the remainder, 9% have a hierarchical or authoritarian structure, 11% are a combination of democratic and hierarchical structure, and 16% don't specify. Many communities which were initially led by an individual or small group have changed in recent years to a more democratic form of governance.

improvisation - (also called extemporization) is the practice of acting, singing, talking and reacting, of making and creating, in the moment and in response to the stimulus of one's immediate environment. This can result in the invention of new thought patterns, new practices, new structures or symbols, and/or new ways to act. This invention cycle occurs most effectively when the practitioner has a thorough intuitive and/or technical understanding of the necessary skills and concerns within the improvised domain.
The skills of improvisation can apply to many different abilities or forms of communication and expression across all artistic, scientific, physical, cognitive, academic, and non-academic disciplines. For example, music, cooking, presenting a speech, sales, personal or romantic relationships, sports, flower arranging,

martial arts, psychotherapy, the arts, and much more.

Internet

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The **internet** is a global system of interconnected computer networks that interchange data by packet switching using the standardized Internet Protocol Suite (TCP/IP). It is a "network of networks" that consists of millions of private and public, academic, business, and government networks of local to global scope that are linked by copper wires, fiber-optic cables, wireless connections, and other technologies.

The Internet carries various information resources and services, such as electronic mail, online chat, file transfer and file sharing, online gaming, and the inter-linked hypertext documents and other resources of the World Wide Web (WWW or the "Web").The terms Internet and World Wide Web are often used in every-day speech without much distinction. However, the Internet and the World Wide Web are not one and the same. The Internet is a global data communications system. It is a hardware and software infrastructure that provides connectivity between computers.

In contrast, the Web is one of the services communicated via the Internet. It is a collection of interconnected documents and other resources, linked by hyperlinks and URLs. A 1946 comic science-fiction story, A Logic Named Joe, by Murray Leinster laid out the Internet and many of its strengths and weaknesses. However, it took more than a decade before reality began to catch up with this vision.

History

The earliest technical ideas of a computer network intended to allow general communication between users of various computers were formulated by J.C.R. Licklider of Bolt, Beranek and Newman (BBN) in August 1962, in a series of

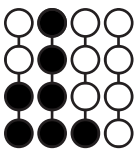
incubator - Business incubators are programs designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Incubators vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a start-up company will stay in business for the long term: Historically, 87% of incubator graduates stay in business. Apache Incubator is the gateway for Open source projects intended to become fully fledged Apache Software Foun-

dation projects.

The Incubator project was created in October 2002 to provide an entry path to the Apache Software Foundation for projects and codebases wishing to become part of the Foundation's efforts. All code donations from external organisations and existing external projects wishing to move to Apache must enter through the Incubator to make sure they

- are in accordance with the [Apache Software Foundations]'s legal standards
- have developed a community that is self-sustaining and diverse and adheres to the guiding principles for communities in the Apache Software Foundation

memos discussing his "Intergalactic Computer Network" concept. These ideas contained almost everything that the Internet is today.The ARPAnet (Advanced Research Projects Agency Network) developed by ARPA of the United States Department of Defense, was the world's first operational packet switching network, and the predecessor of the global Internet. The first message ever to be sent over the ARPAnet (sent over the first host-to-host connection) occurred at 10:30 PM on October 29, 1969, in the midst of the US social revolution of that period. It was sent by UCLA student programmer Charley Kline and supervised by UCLA Professor Leonard Kleinrock. The message was sent from the UCLA SDS Sigma 7 Host computer to the SRI SDS 940 Host computer. The message itself was simply the word "login." The "l" and the "o" transmitted without problem but then the system crashed. Hence, the first message on the ARPAnet was "lo". This is synchronistically significant both in that digital data is comprised of 1's and 0's, but also for this book, fundamentally made possible by the social innovations and technologies brought by the internet. See its co-compiler's last name.



Internet forum

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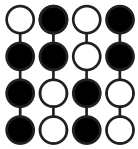
An **Internet forum** is a web application for holding discussions and posting user-generated content. Internet forums are also commonly referred to as **Web forums**, **newsgroups**, **message boards**, **discussion boards**, **(electronic) discussion groups**, **discussion forums**, **bulletin boards**, ***fora*** (the Latin plural) or simply **forums**. The terms "forum" and "board" may refer to the entire community or to a specific sub-forum dealing with a distinct topic. Messages within these sub-forums are then displayed either in chronological order or as threaded discussions. In many cases a gateway allows access to the

information architecture - (IA) is the art of expressing a model or concept of information used in activities that require explicit

same data via an HTTP or an NNTP interface.

Such forums perform a function similar to that of dial-up bulletin board systems that were common from the late 1970s to the 1990s. Early web-based forums date back as far as 1996. A sense of virtual community often develops around forums that have regular users.



Intranet

PLAT REMIX

An **intranet** is a private computer network that uses Internet protocols and network connectivity to securely share any part of an organization's information or operational systems with its employees. Sometimes the term refers only to the organization's internal website, but often it is a more extensive part of the organization's computer infrastructure and private websites are an important component and focal point of internal communication and collaboration.

Benefits of intranets

1. Workforce productivity: Intranets can help users to locate and view information faster and use applications relevant to their roles and responsibilities. With the help of a web browser interface, users can access data held in any database the organization wants to make available, anytime and - subject to security provisions - from anywhere within the company workstations, increasing employees' ability to perform their jobs faster, more accurately, and with confidence that they have the right information. It also helps to improve the services provided to the users.
2. Time: With intranets, organizations can make more

details of complex systems. Among these activities are library systems, Content Management Systems, web development, user interactions, database development, programming, technical writing, enterprise architecture, and critical system software design. Information architecture has somewhat different meanings in these different branches of IS or IT architecture. Most definitions have common qualities: a structural design of shared environments, methods of organizing and labeling websites, intranets, and online communities, and ways of bringing the principles of design and architecture to the digital landscape. Information architecture is defined by the R.I.P.O.S.E.technique, developed in 1989 as:

1. The conceptual structure and logical organization of the intelligence of a person or group of people (organizations).

Information architecture is defined by the Information Architecture Institute as:

1. The structural design of shared information environments.
2. The art and science of organizing and

labeling web sites, intranets, online communities and software to support findability and usability.

3. An emerging community of practice focused on bringing principles of design and architecture to the digital landscape.

information available to employees on a "pull" basis (i.e., employees can link to relevant information at a time which suits them) rather than being deluged indiscriminately by emails.

3. Communication: Intranets can serve as powerful tools for communication within an organization, vertically and horizontally. From a communications standpoint, intranets are useful to communicate strategic initiatives that have a global reach throughout the organization. The type of information that can easily be conveyed is the purpose of the initiative and what the initiative is aiming to achieve, who is driving the initiative, results achieved to date, and who to speak to for more information. By providing this information on the intranet, staff have the opportunity to keep up-to-date with the strategic focus of the organization.
4. Web publishing allows 'cumbersome' corporate knowledge to be maintained and easily accessed throughout the company using hypermedia and Web technologies. Examples include: employee manuals, benefits documents, company policies, business standards, newsfeeds, and even training, can be accessed using common Internet standards (Acrobat files, Flash files, CGI applications). Because each business unit can update the online copy of a document, the most recent version is always available to employees using the intranet.
5. Business operations and management: Intranets are also being used as a platform for developing and deploying applications to support business operations and decisions across the internetworked enterprise.
6. Cost-effective: Users can view information and data via web-browser rather than maintaining physical documents such as procedure manuals, internal phone list and requisition forms.
7. Promote common corporate culture: Every user is viewing the same information within the Intranet.
8. Enhance Collaboration: With information easily accessible by all authorised users, teamwork is enabled.
9. Cross-platform Capability: Standards-compliant web browsers are available for Windows, Mac, and UNIX.

information cascade - a situation in which every subsequent person, after observing the previous one, makes the same choice as the previous independent of his/her private inclination. In an information cascade, everyone is individually acting rationally. Still, even if all participants as a collective have overwhelming information in favor of the correct action, each and every participant may take the wrong action due to

Most organizations devote considerable resources into the planning and implementation of their intranet as it is of strategic importance to the organization's success. Some of the planning would include topics such as:

- The purpose and goals of the intranet
- Persons or departments responsible for implementation and management
- Implementation schedules and phase-out of existing systems
- Defining and implementing security of the intranet
- How to ensure it is within legal boundaries and other constraints
- Level of interactivity (eg wikis, on-line forms) desired.
- Is the input of new data and updating of existing data to be centrally controlled or devolved.

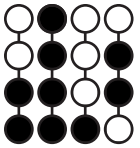
These are in addition to the hardware and software decisions (like Content Management Systems), participation issues (like good taste, harassment, confidentiality), and features to be supported.

The actual implementation would include steps such as:

1. User involvement to identify users' information needs.
2. Setting up web server(s) with the appropriate hardware and software.
3. Setting up web server access using a TCP/IP network.
4. Installing required user applications on computers.
5. Creation of document framework for the content to be hosted.
6. User involvement in testing and promoting use of intranet.

this tendency. A little bit of public information (or an unusual signal) can overturn a long-standing informational cascade. Also related to herd behavior.

information explosion - a term that describes the rapidly increasing amount of published information and the effects of this abundance of data. As the amount of available data grows, the problem of managing the information becomes more difficult, which can lead to information overload. Examples of this include facts such as that of August 2005, there were over 70 million web servers, while as of September 2007, there were over 135 million web servers. According to Technorati, the number of blogs doubles about every 6 months with a total of 35.3 million blogs as of April 2006.



Iroquois economy

LOC P2P

innovation - new way of doing something. It may refer to incremental, radical, and revolutionary changes in thinking, products, processes, or organizations. A distinction is typically made between Invention, an idea made manifest, and innovation, ideas applied successfully. The goal of innovation is positive change, to make someone or something better.

The **economy of the Iroquois** originally focused on communal production and combined elements of both horticulture and hunter-gatherer systems. The tribes of the Iroquois Confederacy and other Northern Iroquoian-speaking peoples, including the Huron, lived in the region including what is now New York State and the Great Lakes area. The Iroquois Confederacy was composed of five different tribes — a sixth was added later — who had banded together shortly before European contact. While not Iroquois, the Huron peoples fell into the same linguistic group and shared an economy similar to the Iroquois. The Iroquois peoples were predominantly agricultural, harvesting the "Three Sisters" commonly grown by Native American groups: maize, beans, and squash. They developed certain cultural customs related to their lifestyle. Among these developments were ideas concerning the nature and management of property.

The Iroquois developed a system of economics very different from the now dominant Western variety. This system was characterized by such components as communal land ownership, division of labor by gender, and trade mostly based on gift economics.

Contact with Europeans in the early 1600s had a profound impact on the economy of the Iroquois. At first, they became important trading partners, but the expansion of European settlement upset the balance of the Iroquois economy. By 1800 the Iroquois had been confined to reservations, and they had to adapt their traditional economic system. In the 20th century, some of the Iroquois groups took advantage

institution - structures and mechanisms of social order and cooperation governing the behavior of a set of individuals.

of their independent status on the reservation and started Indian casinos. Other Iroquois have incorporated themselves directly into the outside economies off the reservation.

Land ownership

Latter-day Iroquois longhouse housing several hundred people.

The Huron had an essentially communal system of land ownership. The French Catholic missionary Gabriel Sagard described the fundamentals. The Huron had "as much land as they need[ed]." As a result the Huron could give families their own land and still have a large amount of excess land owned communally. Any Huron was free to clear the land and farm. He maintained possession of the land as long as he continued to actively cultivate and tend the fields. Once he abandoned the land, it reverted to communal ownership, and anyone could take it up for themselves. While the Huron did seem to have lands designated for the individual, the significance of this possession may be of little relevance; the placement of corn storage vessels in the longhouses, which contained multiple families in one kinship group, suggests the occupants of a given longhouse held all production in common.

The Iroquois had a similar communal system of land distribution. The tribe owned all lands but gave out tracts to the different clans for further distribution among households for cultivation. The land would be redistributed among the households every few years, and a clan could request a redistribution of tracts when the Clan Mothers' Council gathered. Those clans that abused their allocated land or otherwise did not take care of it would be warned and eventually punished by the Clan Mothers' Council by having the land redistributed to another clan. Land property was really only the concern of the women, since it was the women's job to cultivate food and not the men's.

The Clan Mothers' Council also reserved certain areas of land to be worked by the women of all the different clans. Food from such lands, called *kĕ:ndiĕ"gwĕge' hodi'yĕ:'tho*, would

Institutions are identified with a social purpose and permanence, transcending individual human lives and intentions, and with the making and enforcing of rules governing cooperative human behavior. The term, institution, is commonly applied to customs and behavior patterns important to a society, as well as to particular formal organizations of government and public service. As structures and mechanisms of social order among humans, institutions are one of the principal objects of study in the social sciences, including sociology, political science and economics. Institutions are a central concern for law, the formal regime for political rule-making and enforcement. The creation and evolution of institutions is a primary topic for history.

be used at festivals and large council gatherings.

Division of labor: agriculture and forestry

The division of labor reflected the dualistic split common in Iroquois culture: The twin gods Sapling (East) and Flint (West) embodied the dualistic notion of two complementary halves. Dualism was applied to labor with each gender taking a clearly defined role that complemented the work of the other. Women did all work involving the field while men did all work involving the forest including the manufacture of anything involving wood. The Iroquois men were responsible for hunting, trading, and fighting, while the women took care of farming, food gathering, and housekeeping. This gendered division of labor was the predominant means of dividing work in Iroquois society. At the time of contact with Europeans, Iroquois women produced about 65% of the goods and the men 35%. The combined production of food made famine and hunger extremely rare—early Europeans settlers often envied the success of Iroquois food production.

The Iroquois system of work matched their system of land ownership. Since the Iroquois owned property together, they worked together as well. The women performed difficult work in large groups, going from field to field helping one another work each others' land. Together they would sow the fields as a "mistress of the field" distributed a set amount of seeds to each of the women. The Iroquois women of each agricultural group would select an old but active member of their group to act as their leader for that year and agree to follow her directions. The women performed other work cooperatively as well. The women would cut their own wood, but their leader would oversee the collective carrying of the wood back to the village. The women's clans performed other work, and according to Mary Jemison, a white woman assimilated as an Indian, the collective effort averted "every jealously of one having done more or less work than another."

The Iroquois men also organized themselves in a cooperative fashion. Of course, the men acted collectively

integration - in sociology and other social sciences, is the movement of minority groups such as ethnic minorities, refugees and underprivileged sections of a society into the mainstream of the society. Members of the minority groups thus gain full access to the opportunities, rights and services available to the members of the mainstream.
In sociology, social integration usually goes hand in hand with social solidarity.
The United Nations has a Social Integration Branch, which is a part of the Division for Social Policy and Development (Department of Economic and Social Affairs). Desegregation (the process of ending systematic racial segregation). In addition to desegregation, integration includes goals such as leveling barriers to association, creating equal opportunity regardless of race, and the development of a culture that draws on diverse traditions, rather than merely bringing a racial minority into the majority culture. Desegregation is largely a legal matter, integration largely a social one, though although widespread, this distinction between integration and desegrega-

during military actions, as there is little sense in a single individual fighting entirely alone in battle. The other jobs of men, such as hunting and fishing, also involved cooperative elements similar to women's cooperation. However, the men differed from the women in that they more often organized as a whole village rather than as a clan. The men organized hunting parties where they used extensive cooperation to kill a large amount of game. One first hand account told of a large hunting party that built a large brush fence in a forest forming a *V*. The hunters burned the forest from the open side of the *V*, forcing the animals to run towards the point where the village's hunters waited in an opening. A hundred deer could be killed at a time under such a plan.

The men also fished in large groups. Extensive fishing expeditions often took place where men in canoes with weirs and nets covered entire streams to reap large amounts of fish, sometimes a thousand in half of a day. A hunting or fishing party's takings were considered common property and would be divided among the party by the leader or taken to the village for a feast. Hunting and fishing were not always cooperative efforts, but the Iroquois generally did better in parties than as individuals.

Trade

The cooperative production and communal distribution of goods made internal trade within the Iroquois Confederacy pointless, but external trade with tribes in regions with resources the Iroquois lacked served a purpose. The Iroquois traded excess corn and tobacco for the pelts from the tribes to the north and the wampum from the tribes to the east. The Iroquois used present-giving more often than any other mode of exchange. Present-giving reflected the reciprocity in Iroquois society. The exchange would begin with one clan giving another tribe or clan a present with the expectation of some sort of needed commodity being given in return. This form of trade ties to the Iroquois culture's tendency to share property and cooperate in labor. In all cases no explicit agreement is made, but one service is performed for the community or another member of the community's good with the expectation that the community or another

tion is not universally accepted.
Regional integration is a process in which states enter into a regional organisation in order to increase regional cooperation and diffuse regional tensions. Past efforts at regional integration have often focused on removing barriers to free trade in the region, increasing the free movement of people, labour, goods, and capital across national borders, reducing the possibility of regional armed conflict (for example, through Confidence and Security-Building Measures), and adopting cohesive regional stances on policy issues, such as the environment.

intellectual property - (IP) is a le-

individual would give back. External trade offered one of the few opportunities for individual enterprise in Iroquois society. A person who discovered a new trading route had the exclusive right to trade along the same route in the future; however, clans would still collectivize trading routes to gain a monopoly on a certain type of trade.

Impact on Iroquois culture and society

The structure of the Iroquois economy created a unique property and work ethic. The threat of theft was almost nonexistent, since little was held by the individual except basic tools and implements that were so prevalent they had little value. The only goods worth stealing would have been wampum. While a theft-free society can be respected by all, communal systems such as that of the Iroquois are often criticized for not providing any incentive to work. In order for the Iroquois to succeed without an individual incentive, they had to develop a communal work ethic. Virtue became synonymous with productivity. The idealized Iroquois man was a good warrior and productive hunter while the perfect woman excelled in agriculture and housekeeping. By emphasizing an individual's usefulness to society, the Iroquois created a mindset that encouraged their members to contribute even though they received similar benefits no matter how hard they worked.

As a result of their communal system, some would expect the Iroquois to have a culture of dependence without individuality. The Iroquois, however, had a strong tradition of autonomous responsibility. Iroquois men were taught to be self-disciplined, self-reliant, and responsible as well as stoic. The Iroquois attempted to eliminate any feelings of dependency during childhood and foster a desire for responsibility. At the same time, the child would have to participate in a communal culture, so children were taught to think as individuals but work for the community.

Land after the Europeans arrived

The Iroquois system of land management had to change with the coming of the Europeans and the forced isolation

gal field that refers to creations of the mind such as musical, literary, and artistic works; inventions; and symbols, names, images, and designs used in commerce, including copyrights, trademarks, patents, and related rights. Under intellectual property law, the holder of one of these abstract properties has certain exclusive rights to the creative work, commercial symbol, or invention by which it is covered. Intellectual property rights are considered by economists to be a form of temporary monopoly enforced by the state (or enforced using the legal mechanisms for redress supported by the state). Intellectual property rights are usually limited to non-rival goods, that is, goods which can be used or enjoyed by many people simultaneously—the use by one person does not exclude use by another. This is compared to rival goods, such as clothing, which may only be used by one person at a time. For example, any number of people may make use of a mathematical formula simultaneously. Some objections to the term intellectual property are based on the argument that property can only properly be

to reservations. The Iroquois had a system of collectively owned land free to be used as needed by their members. While this system was not wholly collective as land was distributed to individual family groups, the Iroquois lacked the Western conception of property as a commodity. After the Europeans arrived and placed the Iroquois on reservations, the natives had to adjust their property system to a more Western model. Despite the influence of Western culture, the Iroquois have maintained a unique view of property over the years. Modern-day Iroquois Doug George-Kanentiio sums up his perception of the Iroquois property view: The Iroquois have "no absolute right to claim territory for purely monetary purposes. Our Creator gave us our aboriginal lands in trust with very specific rules regarding its uses. We are caretakers of our Mother Earth, not lords of the land. Our claims are valid only so far as we dwell in peace and harmony upon her."

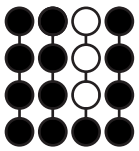
Similar sentiments were expressed in a statement by the Iroquois Council of Chiefs (or Haudenosaunee) in 1981. The Council distinguished the "Western European concepts of land ownership" from the Iroquois view that "the earth is sacred" and "was created for all to use forever—not to be exploited merely for this present generation." Land is not just a commodity and "In no event is land for sale." The statement goes on, "Under Haudenosaunee law, Gayanerkowa, the land is held by the women of each clan. It is principally the women who are responsible for the land, who farm it, and who care for it for the future generations. When the Confederacy was formed, the separate nations formed one union. The territory of each nation became Confederacy land even though each nation continued to have a special interest in its historic territory." The Council's statement reflects the persistence of a unique view of property among the Iroquois.

The system of the Grand River Iroquois (two Iroquois reservations in Canada) integrated the traditional Iroquois property structure with the new way of life after being confined to a reservation. The reservation was established under two deeds in the eighteenth century. These deeds gave corporate ownership of the reservation lands to the Six

applied to rival goods (or that one cannot "own" property of this sort).
Since a non-rival good may be used (copied, for example) by many simultaneously (produced with minimal marginal cost), producers would have no incentive to create such works. Monopolies, by contrast, also have inefficiencies (producers will charge more and produce less than would be socially desirable).
The establishment of intellectual property rights, therefore, represents a trade-off, to balance the interest of society in the creation of non-rival goods (by encouraging their production) with the problems of monopoly power. Since the trade-off and the relevant benefits and costs to society will depend on many factors that may be specific to each product and society, the optimum period of time during which the temporary monopoly rights exist is unclear.

Nations of the Iroquois. Individuals would then take a perpetual lease on a piece of land from the Confederacy. The Iroquois idea that land came into one's possession if cared for and reverted to public control if left alone persisted in reservation property law. In one property dispute case, the Iroquois Council sided with the claimant who had made improvements and cultivated the land over the one who had left it alone. The natural resources on the land belonged to the tribe as a whole and not to those who possessed the particular parcel. The Iroquois leased the right to extract stone from the lands in one instance and fixed royalties on all the production. After natural gas had been discovered on the reservation, the Six Nations took direct ownership of the natural gas wells and paid those who had wells on their land compensation only for damages done by gas extraction. This setup closely resembled the precontact land distribution system where the tribes actually owned the land and distributed it for use but not unconditional ownership. Another instance of traditional Iroquois property views impacting modern-day Indian life involves the purchase of land in New York State by the Seneca-Cayuga tribe, perhaps for a casino. The casino would be an additional collectively owned revenue maker. The Seneca-Cayuga already own a bingo hall, a gas station, and a cigarette factory. The latter-day organization of reservation property directly reflects the influence of the precontact view of land ownership.

intentional communities - planned residential community designed to have a much higher degree of teamwork than other communities. The members of an intentional community typically hold a common social, political or spiritual vision and are often part of the alternative society. They also share responsibilities and resources. Intentional communities include co-housing communities, residential land trusts, ecovillages, communes, kibbutzim, ashrams and housing cooperatives. Typically, new members of an intentional community are selected by the community's existing membership, rather than by real-estate agents or land owners (if the land is not owned by the community). Though intentional communities do not claim to be utopias in the sense of perfect places, many do attempt to live a different and better sort of society, and as such many draw on historical utopian experiments or



Iterative and incremental development

CO METH

This collaborative project model of development can be used for

Iterative and Incremental development is a cyclic software development process developed in response to the weaknesses of the waterfall model. It is an essential part of the Rational Unified Process, the Dynamic Systems Development Method, Extreme Programming and generally the agile software development frameworks.

"Incremental" and "Iterative"

Incremental development is a **scheduling and staging strategy** in which the various parts of the system are developed at different times or rates, and integrated as they are completed. It does not imply, require nor preclude iterative development or waterfall development - both of those are rework strategies. The alternative to incremental development is to develop the entire system with a "big bang" integration.

Iterative development is a **rework scheduling strategy** in which time is set aside to revise and improve parts of the system. It does not presuppose incremental development, but works very well with it. A typical difference is that the output from an increment is not necessarily subject to further refinement, and its testing or user feedback is not used as input for revising the plans or specifications of the successive increments. On the contrary, the output from an iteration is examined for modification, and especially for revising the targets of the successive iterations.

The two terms were merged in practical use in the mid-1990s. The authors of the Unified Process (UP) and the Rational Unified Process (RUP) selected the term "iterative development", and "iterations" to generally mean any combination of incremental and iterative development. Most people saying "iterative" development mean that they do both incremental and iterative development. Some project teams get into trouble by doing only one and not the other without realizing it.

ideas in utopian fiction.
In the context of intentional communities the above terms have different meanings compared to the legal forms of real estate ownership that may have the same name.

interconnectivity
- a concept that is used in numerous fields such as cybernetics, biology, ecology, network theory, and non-linear dynamics. The concept can be summarized as that all parts of a system interact with and rely on one another simply by the fact that they occupy the same system, and that a system is difficult or sometimes impossible to analyze through its individual parts considered alone. The concept is closely linked to the Observer effect and the butterfly effect. It is often linked to the concepts of interconnectedness which is used to refer to the spiritual, and interdependence which refers to the moral, rather than

physical or scientific. An example is an ecosystem. All inhabitants of an ecosystem play a part in maintaining that ecosystem, and a fragile equilibrium is formed. Any event that affects one part of the ecosystem affects the entire ecosystem. An event that removes a seemingly unimportant species can alter an ecosystem. If a fire burns all of the grass from a field, the predators will starve or leave, because the herbivores will starve or leave in the absence of grass. The key difference between interconnectivity and the butterfly effect is that while the butterfly effect deals with chain reactions and events, interconnectivity deals with systems in dynamic equilibrium, such as ecosystems, economies, societies, etc. While the two are often substituted incorrectly for one another, they are two similar but separate concepts.

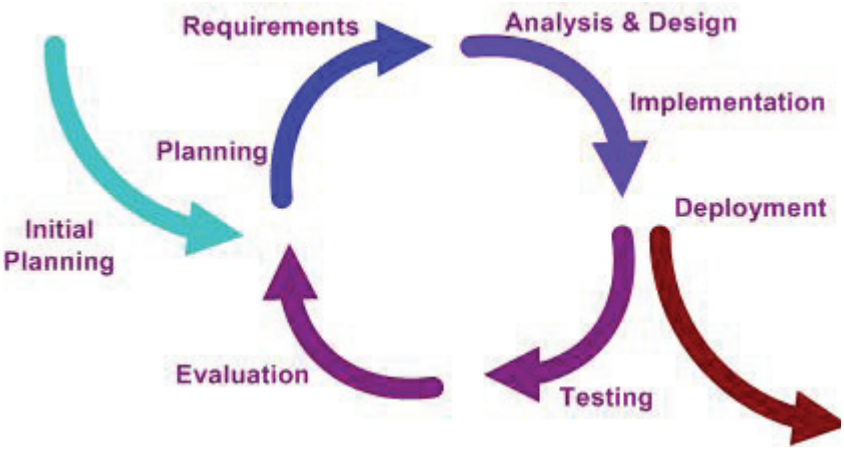
Life-Cycle

The basic idea behind iterative enhancement is to develop a software system incrementally, allowing the developer to take advantage of what was being learned during the development of earlier, incremental, deliverable versions of the system. Learning comes from both the development and use of the system, where possible. Key steps in the process were to start with a simple implementation of a subset of the software requirements and iteratively enhance the evolving sequence of versions until the full system is implemented. At each iteration, design modifications are made and new functional capabilities are added.

The Procedure itself consists of the Initialization step, the Iteration step, and the Project Control List. The initialization step creates a base version of the system. The goal for this initial implementation is to create a product to which the user can react. It should offer a sampling of the key aspects of the problem and provide a solution that is simple enough to understand and implement easily. To guide the iteration process, a project control list is created that contains a record of all tasks that need to be performed. It includes such items as new features to be implemented and areas of redesign of the existing solution. The control list is constantly being revised as a result of the analysis phase.

The iteration involves the redesign and implementation of a task from project control list, and the analysis of the current version of the system. The goal for the design and implementation of any iteration is to be simple, straightforward, and modular, supporting redesign at that stage or as a task added to the project control list. The level of design detail is not dictated by the interactive approach. In a light-weight iterative project the code may represent the major source of documentation of the system; however, in a mission-critical iterative project a formal Software Design Document may be used. The analysis of an iteration is based upon user feedback, and the program analysis facilities available. It involves analysis of the structure, modularity, usability, reliability, efficiency,

& achievement of goals. The project control list is modified in light of the analysis results.



Guidelines that drive the implementation and analysis include:

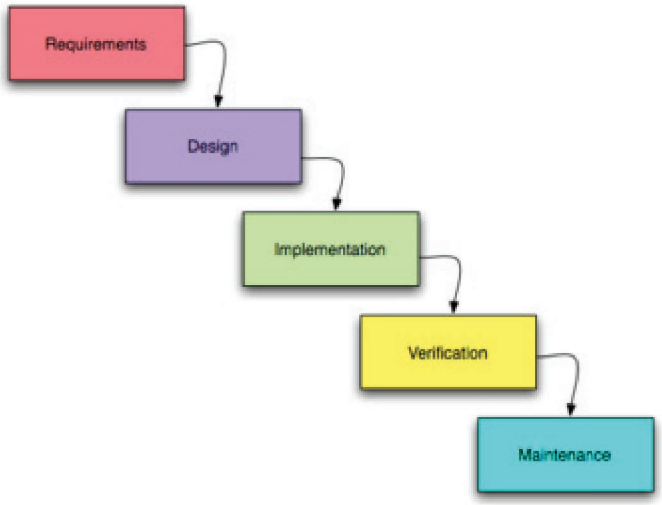
- Any difficulty in design, coding and testing a modification should signal the need for redesign or re-coding.
- Modifications should fit easily into isolated and easy-to-find modules. If they do not, some redesign is needed.
- Modifications to tables should be especially easy to make. If any table modification is not quickly and easily done, redesign is indicated.
- Modifications should become easier to make as the iterations progress. If they are not, there is a basic problem such as a design flaw or a proliferation of patches.
- Patches should normally be allowed to exist for only one or two iterations. Patches may be necessary to avoid redesigning during an implementation phase.
- The existing implementation should be analysed frequently to determine how well it measures up to project goals.

interoperability - a property referring to the ability of diverse systems and organizations to work together (inter-operate). The term is often used in a technical systems engineering sense, or alternatively in a broad sense, taking into account social, political, and organizational factors that impact system to system performance. With respect to software, the term interoperability is used to describe the capability of different programs to exchange data via a common set of exchange formats, to read and write the same file formats, and to use the same protocols. (The ability to execute the same binary code on different processor platforms is 'not' contemplated by the defini-

tion of interoperability.) The lack of interoperability can be a consequence of a lack of attention to standardization during the design of a program. Indeed, interoperability is not taken for granted in the non-standards-based portion of the computing world. Speaking from an eGovernment perspective, interoperability refers to the collaboration ability of cross-border services for citizens, businesses and public administrations. Exchanging data can be a challenge due to language barriers, different specifications of formats and varieties of categorisations. Many more hindrances can be identified. Interoperability tends to be regarded as an issue for experts and its implications for daily living are sometimes underrated. The case of Microsoft vs. the European Commission shows how interoperability concerns important questions of power relationships. In 2004, the European Commission found that Microsoft had abused its market power by deliberately restricting interoperability between Windows work group servers and non-Microsoft work group servers. Microsoft was ordered to disclose complete and

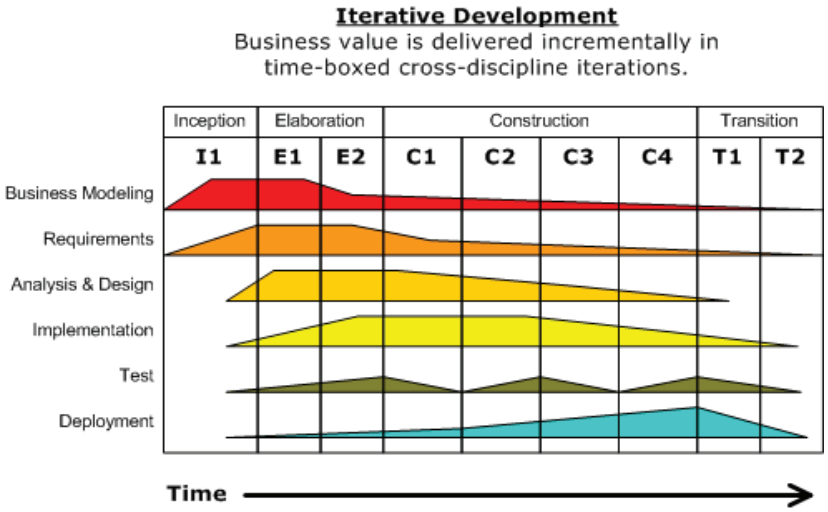
- Program analysis facilities should be used whenever available to aid in the analysis of partial implementations.
- User reaction should be solicited and analysed for indications of deficiencies in the current implementation.

Waterfall vs. Iterative Development



Waterfall development completes the project-wide work-products of each discipline in a single step before moving on to the next discipline in the next step. Business value is delivered all at once, and only at the very end of the project.

accurate interface documentation, which will enable rival vendors to compete on an equal footing ("the interoperability remedy"). Recent Microsoft efforts around interoperability may indicate a shift in their approach and level of commitment to interoperability.



Iterative development slices the deliverable business value (system functionality) into iterations. In each iteration a slice of functionality is delivered through cross-discipline work, starting from the model/requirements through to the testing/deployment. The unified process groups iterations into phases: inception, elaboration, construction, and transition. **Inception** identifies project scope, risks, and requirements (functional and non-functional) at a high level but in enough detail that work can be estimated. **Elaboration** delivers a working architecture that mitigates the top risks and fulfills the non-functional requirements. **Construction** incrementally fills-in the architecture with production-ready code produced from analysis, design, implementation, and testing of the functional requirements. **Transition** delivers the system into the production operating environment. Each of the phases may be divided into 1 or more iterations, which are usually time-boxed rather than feature-boxed. Architects and analysts work one iteration ahead of developers and testers to keep their work-product backlog full.

Characteristics

Using analysis and measurement as drivers of the enhancement process is one major difference between iterative enhancement and the current agile software development. It provides support for determining the

iteration - in a project context may refer to the technique of developing and delivering incremental components of business functionality. This is most often associated with agile software development, but could potentially be any material. A single iteration results in one or more bite-sized but complete packages of project work that can perform some tangible business function. Multiple iterations recurse to create a fully integrated product. This is often compared with the waterfall model approach.

effectiveness of the processes and the quality of product. It allows one to study, and therefore improve and tailor, the processes for the particular environment. This measurement and analysis activity can be added to existing agile development methods.

Many utility software systems have been developed using this model, wherein the requirement is basically providing the customer with some working model at an early stage of the development cycle. As new features are added in, a new release is launched which has fewer bugs and more features than the previous release. Some of the typical examples of this kind of model are:

Yahoo Messenger, Azureus, Cyber Sitter, Net Meter, PC Security, Limewire, P2P.

Jam session

C PLAT USER REMIX

A **jam session** is a musical act where musicians gather and play (or **"jam"**) without extensive preparation or predefined arrangements.

Jam sessions are often used to develop new material, find suitable arrangements, or simply as a social gathering and communal practice session. Jam sessions may be based upon existing songs or forms, may be loosely based on an agreed chord progression or chart suggested by one participant, or may be wholly improvisational. Jam sessions can range from very loose gatherings of amateurs to sophisticated improvised recording sessions intended to be edited and released to the public.

Jazz

The New York jazz scene during World War II was famous for its after-hours jam sessions. One of the most famous was the regular after-hours jam at Minton's Playhouse in New York City that ran in the 1940s and early 1950s. The Minton's jams were a fertile meeting place and proving ground for both established soloists like Ben Webster and Lester Young, and the younger jazz musicians who would soon become leading exponents of the bebop movement, including Thelonious Monk (Minton's house pianist), Charlie Parker, and Dizzy Gillespie. The Minton's jams were legendary for their highly competitive "cutting contests", in which soloists would try to keep up with the house band and outdo each other in improvisation skill.

Bluegrass

Bluegrass music also features a tradition of jamming.

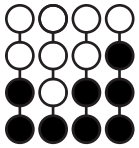
job rotation - an approach to management development where an individual is moved through a schedule of assignments designed to give him or her a breadth of exposure to the entire operation.

Job rotation is also practiced to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Expressed as management rotation, it is tightly linked with succession planning - developing a pool of people capable of stepping into an existing job.

In political philosophy, common ownership refers to joint or collective ownership by all individuals in society.

Bluegrass jams happen in the parking lots and campgrounds of bluegrass festivals, in music stores, bars and restaurants and on stages. Bluegrass jams tend to be segregated by the skill level of the players. Slow jams for beginners provide an entry point. Open bluegrass jams are open to all comers, however, the players in an open jam will expect a certain level of proficiency. The abilities to hear chord progressions and keep time are prerequisite; the ability to play improvised leads that contain at least a suggestion of the melody is desired. Jams that require advanced musical proficiency are generally private, by-invitation events.

joomla - an open source content management system (CMS), used for building websites, and developed by an international community of users.



Kaltura

USER OSP REMIX

Kaltura is a software company based in New York. It specializes in collaborative rich-media, such as group-video making, or peer production of rich-media. The main components of Kaltura's online video platform are based on open-source software, and the company is in the process of converting its entire platform to open-source.

Concept

The concept is built on the collaborative Wiki model but uses media rather than text. Users can create videos on the company site by combining existing uploaded media from sharing sites such as MySpace or YouTube with CreativeCommons or public domain sources such as Flickr, ccMixter, Jamendo, and The New York Public Library. The outcome is media that can then be embedded and played elsewhere on the Internet.

History

Kaltura was launched at the TechCrunch40 industry event in San Francisco on September 18, 2007, and won the People's Choice award. On December 21, 2007, Kaltura won the People's Choice award (over 250,000 users participated in voting) in the Video Sharing category for the Mashable Open Web Awards.

In January 2008, the Wikimedia Foundation and Kaltura announced that they had begun a collaboration aimed at bringing rich-media collaboration to Wikipedia and other wiki websites. The technology behind this project is a form of video-wiki software (open source and still in beta) that is integrated into the Mediawiki platform as an extension,

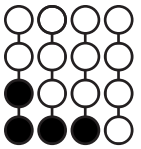
kernel - In computer science, the kernel is the central component of most computer operating systems (OS). Its responsibilities include managing the system's resources (the communication between hardware and software components). As a basic component of an operating system, a kernel provides the lowest-level abstraction layer for the resources (especially memory, processors and I/O devices) that application software must control to perform its function. It typically makes these facilities available to application processes through inter-process communication mechanisms and system calls.
These tasks are done differently by different kernels, depending on

their design and implementation. While monolithic kernels will try to achieve these goals by executing all the code in the same address space to increase the performance of the system, microkernels run most of their services in user space, aiming to improve maintainability and modularity of the codebase. A range of possibilities exists between these two extremes.

kibbutz - a collective community in Israel that was traditionally based on agriculture. The kibbutz is a form of communal living that combines socialism and Zionism. Kibbutzim began as utopian communities, but have gradually embraced a more "scientific" Socialist approach. Today, farming has been partly supplanted by other economic branches, including industrial plants and high-tech enterprises. Although less than five percent of Israelis live on kibbutzim, they are disproportionately represented in key positions and high-status fields.

knowledge base - abbreviated KB or kb, is a special kind of database for knowledge management. It provides

allowing users to add collaborative video players that enable all users to add and edit images, sounds, diagrams, animations and movies in the same manner as they do today with text.



Katrina PeopleFinder Project

PSP AG USER

The **Katrina PeopleFinder Project** was set up in early September, 2005 in response to the dozens of groups collecting "lost and safe" lists for people affected by Hurricane Katrina.

The project was conceived on Friday, September 2, and data entry was stopped with over 90,000 entries (when no new entries were apparent) by Tuesday, September 7. Dozens of technologists and thousands of volunteers had helped make it happen.

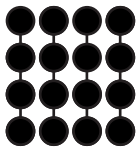
The Katrina PeopleFinder Project is an example of a nonprofit technology initiative implemented entirely by volunteers. Over 4000 people donated their time as data entry crew members.

Motivation

As had happened in the aftermath of the September 11 attacks, a multitude of sites had been independently gathering lists of survivors or missing-persons requests. This project set up a system for entering data according to a standard format (PeopleFinder Interchange Format, also known as PFIF), and reached out to the other sites gathering this information to encourage them to use the same database and avoid duplicating effort.

People Finder Interchange Format

The *People Finder Interchange Format* (*PFIF*) is an XML format used for exchanging information about individuals found or identified in the aftermath of a disaster. It was created quickly following the devastation of Hurricane Katrina as part of the Katrina PeopleFinder Project, in September, 2005. PFIF is an example of a nonprofit technology initiative implemented entirely by volunteers.



Knowledge Management

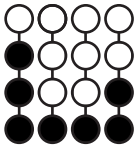
Knowledge management is a range of practices used in an organisation to identify, create, represent, distribute and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organisational processes or practice. An established discipline since 1995, KM includes courses taught in the fields of business administration, information systems, management, and library and information sciences . More recently, other fields, to include those focused on information and media, computer science, public health, and public policy, also have started contributing to KM research. Many large companies and non-profit organisations have resources dedicated to internal KM efforts, often as a part of their 'Business Strategy', 'Information Technology', or 'Human Resource Management' departments . Several consulting companies also exist that provide strategy and advice regarding KM to these organisations.

KM efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, and continuous improvement of the organisation. KM efforts overlap with Organisational Learning, and may be distinguished from by a greater focus on the management of knowledge as a the means for the computerized collection, organization, and retrieval of knowledge. Knowledge bases are categorized into two major types:

- Machine-readable knowledge bases store knowledge in a computer-readable form, usually for the purpose of having automated deductive reasoning applied to them. They contain a set of data, often in the form of rules that describe the knowledge in a logically consistent manner. An ontology can define the structure of stored data - what types of entities are recorded and what their relationships are. Logical operators, such as And (conjunction), Or (disjunction), material implication and negation may be used to build it up from simpler pieces of information. Consequently, classical deduction can be used to reason about the knowledge in the knowledge base. Some machine-readable knowledge bases are used with artificial intelligence, for example as part of an expert system that focuses on a domain like prescription drugs or customs law. Such knowledge bases are also used by the semantic web.

strategic asset and a focus on encouraging the exchange of knowledge. KM efforts can help individuals and groups to share valuable organisational insights, to reduce redundant work, to avoid reinventing the wheel per se, to reduce training time for new employees, to retain intellectual capital as employees turnover in an organisation, and to adapt to changing environments and markets .

• Human-readable knowledge bases are designed to allow people to retrieve and use the knowledge they contain. They are commonly used to complement a help desk or for sharing information among employees within an organization. They might store troubleshooting information, articles, white papers, user manuals, or answers to frequently asked questions. Typically, a search engine is used to locate information in the system, or users may browse through a classification scheme.



Library

SHAR PLAT

A **library** is a collection of information, sources, resources, and services: it is organized for use and maintained by a public body, an institution, or a private individual. In the more traditional sense, a library is a collection of books.

The collection and services are used by people who choose not to — or cannot afford to — purchase an extensive collection themselves, who need material no individual can reasonably be expected to have, or who require professional assistance with their research.

However, with the collection of media other than books for storing information, many libraries are now also repositories and access points for maps, prints, or other documents and artworks on various storage media such as microform (microfilm/microfiche), audio tapes, CDs, LPs, cassettes, videotapes, and DVDs. Libraries may also provide public facilities to access CD-ROMs, subscription databases, and the Internet.

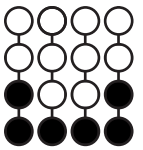
Thus, modern libraries are increasingly being redefined as places to get unrestricted access to information in many formats and from many sources. In addition to providing materials, they also provide the services of specialists, librarians, who are experts at finding and organizing information and at interpreting information needs.

More recently, libraries are understood as extending beyond the physical walls of a building, by including material accessible by electronic means, and by providing the assistance of librarians in navigating and analyzing tremendous amounts of knowledge with a variety of digital tools.

lagniappe - refers to "a small gift given to a customer by a merchant at the time of a purchase" (such as a 13th beignet when buying a dozen), or more broadly, "something given or obtained gratuitously or by way of good measure." The word is used in Trinidad and Tobago, Puerto Rico, Louisiana, Eastern Oklahoma, Southern Arkansas, Charleston,SC, southern and western Mississippi, the gulf coast of Alabama, and parts of eastern Texas. It was also once in common usage by antiquarian booksellers, without regional limitation, and is still used by more old-fashioned members of that

tribe.The term has been traced back to the Quechua word yapay ('to increase; to add'). In Andean markets it is still customary to ask for a yapa when making a purchase. The seller usually responds by throwing in a little extra.

The term "library" has itself acquired a secondary meaning: "a collection of useful material for common use," and in this sense is used in fields such as computer science, mathematics and statistics, electronics and biology.



Library 2.0

PLAT SHAR USER

land trust - an agreement whereby one party (the trustee) agrees to hold ownership of a piece of real property for the benefit of another party (the beneficiary). Land trusts are used by nonprofit organizations to hold conservation easements, by corporations and investment groups to compile large tracts of land, and by individuals to keep their real estate ownership private, avoid probate and provide several other benefits.
A community or conservation land trust is an organization established to hold land and to administer use of the land according to the charter of the organization. Individuals use land trusts mainly for privacy and to avoid probate. No one knows what one's bank balance or stock investments are, yet anyone with an inter-

Library 2.0 is a loosely defined model for a modernized form of library service that reflects a transition within the library world in the way that services are delivered to users. The focus is on user-centered change and participation in the creation of content and community. The concept of Library 2.0 borrows from that of Business 2.0 and Web 2.0 and follows some of the same underlying philosophies. This includes online services such as the use of OPAC systems and an increased flow of information from the user back to the library.

With Library 2.0, library services are constantly updated and reevaluated to best serve library users. Library 2.0 also attempts to harness the library user in the design and implementation of library services by encouraging feedback and participation. Proponents of this concept expect that ultimately the Library 2.0 model for service will replace traditional, one-directional service offerings that have characterized libraries for centuries.

Overview

The term "Library 2.0" was coined by Michael Casey on his blog LibraryCrunch as a direct spin-off of the terms Business 2.0 and Web 2.0. Casey suggested that libraries, especially public libraries, are at a crossroads where many of the elements of Web 2.0 have applicable value within the library community, both in technology-driven services and in non-technology based services. In particular, he

described the need for libraries to adopt a strategy for constant change while promoting a participatory role for library users.

Library 2.0 made its conference debut at Internet Librarian 2005 in October, 2005, when Michael Stephens of Saint Joseph County Public Library addressed the idea in relation to the typical library website.

A September, 2006, article in Library Journal, titled "Library 2.0: Service for the next-generation library," begins by expressing the benefit of Library 2.0 to library administrators and taxpayers as providing "more efficient ways of delivering services to achieve greater returns on financial investments." The article proceeded to express that the much discussed Library 2.0 is something important for librarians to become involved in as it may radically change our customer service and interaction.

With Library 2.0, library services are frequently evaluated and updated to meet the changing needs of library users. Library 2.0 also calls for libraries to encourage user participation and feedback in the development and maintaining of library services. The active and empowered library user is a significant component of Library 2.0. With information and ideas flowing in both directions – from the library to the user and from the user to the library – library services have the ability to evolve and improve on a constant and rapid basis. The user is participant, co-creator, builder and consultant – whether the product is virtual or physical.

Key principles

- Browser + Web 2.0 Applications + Connectivity = Full-featured OPAC
- Harness the library user in both design and implementation of services
- Library users should be able to craft and modify library provided services

net connection can look up a person's real estate holdings. A person who has an auto accident or a doctor who accidentally injures a patient is a much better target for a lawsuit if he or she owns real estate investments. So some investors buy their properties in land trusts so their name does not appear in the public records. The land trust also allows the property to immediately pass to their heirs at the moment of death, rather than go through a long probate process.

Some of the other advantages of land trusts for individuals are:

- Sales price of the property can be kept off the public records
- Property taxes are lower if the purchase price is kept private
- Judgments or liens (such as IRS liens) against an individual's name are not a lien against their land trust property
- Partners can more easily continue a project if one dies or is divorced
- Interests can be transferred quickly without recording a deed
- Managing a rental property is easier when the trustee can be blamed

- Negotiating a purchase or sale can be easier when the trustee can be blamed
- Liability on financing can be limited to the assets of the trust

- Harvest and integrate ideas and products from peripheral fields into library service models
- Continue to examine and improve services and be willing to replace them at any time with newer and better services.

The Library 2.0 Online Public Access Catalog

Library 2.0 is a new way of providing library service through new internet technologies, with emphasis on "user-centered" change and interaction. Like Web2.0, A full featured Library 2.0 OPAC gets better the more users are involved in the process of interacting with the catalog and sharing content.

Librarians have been working to retool library catalogs in order to make them more useful for patrons to find, organize, and interact with information in a way that has infinite potential for user customization. These new types of catalogs are a shift from "isolated information silos" to "interlinked computing platforms." In the past the information flow was mostly one way, from library to user. With new web tools information can be released to flow in every direction (library to user, user to library, library to library, and user to user).

Jessamyn West, on her librarian.net website, authored "What We Want: An OPAC Manifesto," which broke down the needs of library staff, geeks, and users in their OPAC. These valuable suggestions inform librarians of the flexibility, customizability and plain language approach that is desired by users in their OPAC. Librarians should be aware of these issues so that planning for improvement can begin.

language change - the manner in which the phonetic, morphological, semantic, syntactic, and other features of a language are modified over time. All languages are continually changing. At any given moment the English language, for example, has a huge variety within itself, and this variety is known as synchronic variation. From these different forms comes the effect on language

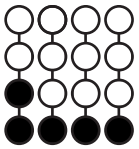
The debate surrounding Library 2.0

Library 2.0 has been a source of debate in the blogosphere. Some librarian bloggers have argued that these key principles are not new and have been part of the service philosophies of many library reformers since the 19th century. Others are calling for more concrete examples of

how libraries can get to Library 2.0. Walt Crawford, for example, argues that Library 2.0 comprises a combination of tools and attitudes which are excellent ideas and not new to librarianship, a few business- and tool-focused attitudes which will not serve all users and user communities, and incorrectly places libraries as the appropriate source for all users to gather all information .

Proponents of Library 2.0, such as Stephen Abram , Michael Stephens , Paul Miller and others, have spoken to these criticisms, arguing that while individual pieces of Library 2.0 may not be entirely new, the convergence of these service goals and ideas with many new Web 2.0 technologies has led to a new generation of library service.

over time known as diachronic change. Two linguistic disciplines concern themselves with studying language change: historical linguistics and sociolinguistics. Historical linguists examine how a language was spoken in the past and seek to determine how present languages derive from it and are related to one another. Sociolinguists are interested in the origins of language changes and want to explain how society and changes in society influence language.



Linux

DEC OSP PLAT REMIX USER

Linux is the name usually given to any Unix-like computer operating system that uses the Linux kernel. Linux is one of the most prominent examples of free software and open source development: typically all underlying source code can be freely modified, used, and redistributed by anyone.

The name "Linux" comes from the Linux kernel, started in 1991 by Linus Torvalds. The system's utilities and libraries usually come from the GNU operating system, announced in 1983 by Richard Stallman. The GNU contribution is the basis for the alternative name **GNU/Linux**.

Predominantly known for its use in servers, Linux is supported by corporations such as Dell, Hewlett-Packard, IBM, Novell, Oracle Corporation, Red Hat, and Sun Microsystems. It is used as an operating system for a wide variety of computer hardware, including desktop computers, supercomputers , and embedded devices such

lateral thinking - a term coined by Edward de

as E-book readers, DVRs, video game systems (PlayStation 2, PlayStation 3 and XBox), mobile phones and routers.

History

The Unix operating system was conceived and implemented in the 1960s and first released in 1970. Its wide availability and portability meant that it was widely adopted, copied and modified by academic institutions and businesses, with its design being influential on authors of other systems.

The GNU Project, started in 1984, had the goal of creating a "*complete Unix-compatible software system*" made entirely of free software. In 1985, Richard Stallman created the Free Software Foundation and developed the GNU General Public License (GNU GPL). Many of the programs required in an OS (such as libraries, compilers, text editors, a Unix shell, and a windowing system) were completed by the early 1990s, although low level elements such as device drivers, daemons, and the kernel were stalled and incomplete. Linus Torvalds has said that if the GNU kernel had been available at the time (1991), he would not have decided to write his own.

MINIX

MINIX, a Unix-like system intended for academic use, was released by Andrew S. Tanenbaum in 1987. The source code for MINIX 1.0 was printed in his book *Operating Systems: Design and Implementation*. While easily available, modification and redistribution were restricted (although this is not the case today). The code was covered by the copyrights of the textbook, published by Prentice Hall. In addition, MINIX's 16-bit design was not well adapted to the 32-bit design of the increasingly cheap and popular Intel 386 architecture for personal computers.

In 1991, Torvalds began to work on a non-commercial replacement for MINIX while he was attending the University of Helsinki. This eventually became the Linux kernel.

In 1992, Tanenbaum posted an article on Usenet claiming

Bono, a Maltese psychologist, physician and writer. It first appeared in the title of his book New Think: The Use of Lateral Thinking, published in 1967. De Bono defines lateral thinking as methods of thinking concerned with changing concepts and perception. Lateral thinking is about reasoning that is not immediately obvious and about ideas that may not be obtainable by using only traditional step-by-step logic. There are four critical factors linked with it. They are:

1. Recognize dominant ideas that polarize perception of a problem
2. Searching for different ways of looking at things,
3. Relaxation of rigid control of thinking
4. Use of chance to encourage other ideas

Techniques of lateral thinking

Techniques that apply lateral thinking to problems are characterized by the shifting of thinking patterns, away from entrenched or predictable thinking to new or unexpected ideas. A new idea that is the result of lateral thinking is not always a helpful one, but when a

Linux was obsolete. In the article, he criticized the operating system as being monolithic in design and being tied closely to the x86 architecture and thus not portable, which he described as "a fundamental error". Tanenbaum suggested that those who wanted a modern operating system should look into one based on the microkernel model. The posting elicited the response of Torvalds, which resulted in a well known debate over the microkernel and monolithic kernel designs.

Linux was dependent on the MINIX user space at first. With code from the GNU system freely available, it was advantageous if this could be used with the fledgling OS. Code licensed under the GNU GPL can be used in other projects, so long as they also are released under the same or a compatible license. In order to make the Linux kernel compatible with the components from the GNU Project, Torvalds initiated a switch from his original license (which prohibited commercial redistribution) to the GNU GPL. Linux and GNU developers worked to integrate GNU components with Linux to make a fully functional and free operating system.

Commercial and popular uptake

Today Linux is used in numerous domains, from embedded systems to supercomputers, and has secured a place in web server installations with the popular LAMP application stack. Torvalds continues to direct the development of the kernel. Stallman heads the Free Software Foundation, which in turn supports the GNU components. Finally, individuals and corporations develop third-party non-GNU components. These third-party components comprise a vast body of work and may include both kernel modules and user applications and libraries. Linux vendors and communities combine and distribute the kernel, GNU components, and non-GNU components, with additional package management software in the form of Linux distributions.

good idea is discovered in this way it is usually obvious in hindsight, which is a feature lateral thinking shares with a joke.
There are a number of mental tools or methods that can be used to bring about lateral thinking. These include the following:

Random Entry: Choose an object at random, or a noun from a dictionary, and associate that with the area you are thinking about. This is also called the method of focal objects.
For example imagine you are thinking about how to improve Wikipedia. Choosing an object at random from an office you might see a fax machine. A fax machine transmits images over the phone to paper. Fax machines are becoming rare. People send faxes directly to known phone numbers. Perhaps this makes you think of providing ways to embed wiki articles in emails and other websites, as is done with YouTube videos. Does it stimulate other Wikipedia ideas for you?

Provocation: Declare the usual perception out of bounds, or provide some provocative alternative to

the usual situation under consideration. Prefix the provocation with the term 'Po" to signal that the provocation is not a valid idea put up for judgement but a stimulus for new perception.

Challenge: Simply challenge the way things have always been done or seen, or the way they are. This is done not to show there is anything wrong with the existing situation but simply to direct your perceptions to exploring outside the current area.
For example you could challenge coffee cups being produced with a handle. There is nothing wrong with coffee cups having handles so the challenge is a direction to explore without defending the status quo. The reason for the handle seems to be that the cup is often too hot to hold directly. Perhaps coffee cups could be made with insulated finger grips, or there could be separate coffee cup holders similar to beer holders.

Suspending Judgment: Do not try to be logical with information at every step of the way. This allows for the formation of different patterns.
Generate Alternatives: By

Design

Linux is a modular Unix-like operating system. It derives much of its basic design from principles established in Unix during the 1970s and 1980s. Linux uses a monolithic kernel, the Linux kernel, which handles process control, networking, and peripheral and file system access. Device drivers are integrated directly with the kernel.

Much of Linux's higher-level functionality is provided by separate projects which interface with the kernel. The GNU userland is an important part of most Linux systems, providing the shell and Unix tools which carry out many basic operating system tasks. On top of the kernel, these tools form a Linux system with a graphical user interface that can be used, usually running in the X Window System.

Development

A summarized history of Unix-like operating systems showing Linux's origins. Note that despite similar architectural designs and concepts being shared as part of the POSIX standard, Linux does not share any non-free source code with the original Unix or Minix.

The primary difference between Linux and many other popular contemporary operating systems is that the Linux kernel and other components are free and open source software. Linux is not the only such operating system, although it is the best-known and most widely used. Some free and open source software licences are based on the principle of copyleft, a kind of reciprocity: any work derived from a copyleft piece of software must also be copyleft itself. The most common free software license, the GNU GPL, is a form of copyleft, and is used for the Linux kernel and many of the components from the GNU project.

Free software projects, although developed in a collaborative fashion, are often produced independently of each other. However, because the software licenses explicitly permit redistribution there is a basis for larger scale projects that collect the software produced by stand-alone projects and make this software available together in

a Linux distribution.

A Linux distribution, commonly called a "distro", is a project that manages a remote collection of Linux-based software, and facilitates installation of a Linux operating system. Distributions are maintained by individuals, loose-knit teams, volunteer organizations, and commercial entities. They include system software and application software in the form of *packages*, and distribution-specific software for initial system installation and configuration as well as later package upgrades and installs. A distribution is responsible for the default configuration of installed Linux systems, system security, and more generally integration of the different software packages into a coherent whole.

Community

Linux is largely driven by its developer and user communities. Some vendors develop and fund their distributions on a volunteer basis, Debian being a well-known example. Examples of Commercial distributions include Novell Corporation's SUSE Linux and Red Hat Corporation's Red Hat Linux. They also maintain a community version of their commercial distributions, as Novell does with OpenSUSE and Red Hat does with Fedora.

In many cities and regions, local associations known as Linux Users Groups (LUGs) seek to promote Linux and by extension free software. They hold meetings and provide free demonstrations, training, technical support, and operating system installation to new users. There are also many Internet communities that seek to provide support to Linux users and developers. Most distributions and open source projects have IRC chatrooms or newsgroups. Online forums are another means for support, with notable examples being LinuxQuestions.org and the Gentoo forums. Linux distributions host mailing lists; commonly there will be a specific topic such as usage or development for a given list.

There are several technology websites with a Linux focus. Linux Weekly News is a weekly digest of Linux-related

creating a quota of ideas, one can overcome the natural blocks of adequacy to create different ways of looking at things. Since one is suspending judgment, as well, the ideas do not need to be judged immediately.

There are many other techniques ranging from Focus methods through to Harvesting and Concept Shaping. All these tools are practical matters for circumstances where our normal automatic perceptions and pattern matching tend to keep us trapped "within the box".

Lateral thinking and problem solving
Edward de Bono points out that the term problem solving implies that there is a problem to respond to and that it can be resolved. That eliminates situations where there is no problem or a problem exists that cannot be resolved. It is logical to think about making a good situation, that has no problems, into a better situation. Sometimes a problem cannot be solved by removing its cause.
We may need to solve some problems not by removing the cause but

by designing the way forward even if the cause remains in place. – (Edward de Bono) Lateral thinking can be used to help in solving problems but can also be used for much more.

Lateral thinking and critical thinking
Critical thinking is primarily concerned with judging the truth value of statements and seeking errors. Lateral thinking is more concerned with the movement value of statements and ideas. A person would use lateral thinking when they want to move from one known idea to creating new ideas. It can also be put as, critical thinking is like a post-mortem while lateral thinking is like diagnosis.

news; the Linux Journal is an online magazine of Linux articles published monthly; Slashdot is a technology-related news website with many stories on Linux and open source software; Groklaw has written in depth about Linux-related legal proceedings and there are many articles relevant to the Linux kernel and its relationship with GNU on the GNU project's website. Print magazines on Linux often include cover disks including software or even complete Linux distributions.

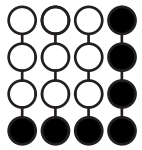
Although Linux is generally available free of charge, several large corporations have established business models that involve selling, supporting, and contributing to Linux and free software. These include Dell, IBM, HP, Sun Microsystems, Novell, and Red Hat. The free software licenses on which Linux are based explicitly accommodate and encourage commercialization; the relationship between Linux as a whole and individual vendors may be seen as symbiotic. One common business model of commercial suppliers is charging for support, especially for business users. A number of companies also offer a specialized business version of their distribution, which adds proprietary support packages and tools to administer higher numbers of installations or to simplify administrative tasks. Another business model is to give away the software in order to sell hardware.

Licensing, trademark, and naming

The Linux kernel and most GNU software are licensed under the GNU General Public License (GPL). The GPL requires that anyone who distributes the Linux kernel must make the source code (and any modifications) available to the recipient under the same terms. In 1997, Linus Torvalds stated, "Making Linux GPL'd was definitely the best thing I ever did." Other key components of a Linux system may use other licenses; many libraries use the GNU Lesser General Public License (LGPL), a more permissive variant of the GPL, and the X Window System uses the MIT License.

[GNU/Linux]

The Free Software Foundation views Linux distributions which use GNU software as GNU variants and they ask that such operating systems be referred to as *GNU/Linux* or *a Linux-based GNU system*. However, the media and population at large refers to this family of operating systems simply as *Linux*. While some distributors make a point of using the aggregate form, most notably Debian with the *Debian GNU/Linux* distribution, the term's use outside of the enthusiast community is limited. The distinction between the Linux kernel and distributions based on it plus the GNU system is a source of confusion to many newcomers, and the naming remains controversial.



The Long Tail

CO

The phrase ***The Long Tail*** was first coined by Chris Anderson in an October 2004 *Wired magazine* article to describe the niche strategy of businesses, such as Amazon.com or Netflix, that sell a large number of unique items in relatively small quantities.

However, the concept of a frequency distribution with a long tail — the concept at the root of Anderson's coinage — has been studied by statisticians since at least 1946. The distribution and inventory costs of these businesses allow them to realize significant profit out of selling small volumes of hard-to-find items to many customers, instead of only selling large volumes of a reduced number of popular items. The group of persons that buy the hard-to-find or "non-hit" items is the customer demographic called the Long Tail.

Given a large enough availability of choice, a large population of customers, and negligible stocking and distribution costs, the selection and buying pattern of

l e g i t i m a t e p e r i p h e r a l participation - (LPP) is a theoretical description of how newcomers become experienced members and eventually old timers of a community of practice or collaborative project. According to LPP, newcomers become members of a community initially by participating in minute and superficial yet productive and necessary tasks that contribute to the overall goal of the community. These activities are typically simple and carry low risk to the community as a whole but, are also important. Through peripheral activities, novices become acquainted with the tasks, vocabulary, and organizing principles of the community.

Gradually, as newcomers become old timers, their

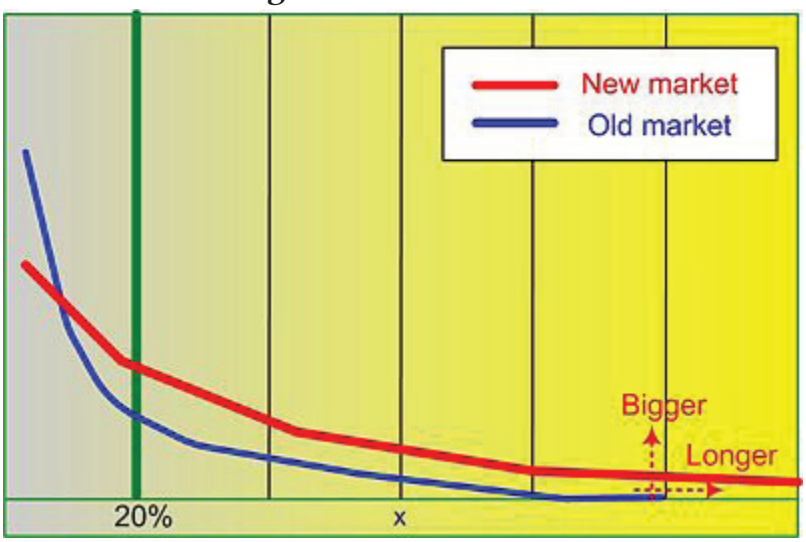
participation takes forms that are more and more central to the functioning of the community. LPP suggests that membership in a community of practice is mediated by the possible forms of participation to which newcomers have access, both physically and socially. If newcomers can directly observe the practices of experts, they understand the broader context into which their own efforts fit. Conversely LPP suggests that newcomers who are separated from the experts have limited access to their tools and community and therefore have limited growth. LPP is not reserved for descriptions of membership in formal organizations or professions whose practices are highly defined. For example, O'Donovan and Kirk (Kimble and Hildreth 2008) suggest that young people's participation in sport can be compared to a Community of Practice related to physical education.

the population results in a power law distribution curve, or Pareto distribution, instead of the expected normal distribution curve. This suggests that a market with a high freedom of choice will create a certain degree of inequality by favoring the upper 20% of the items ("hits" or "head") against the other 80% ("non-hits" or "long tail").

Ken McCarthy addressed this phenomenon from the media producers' point of view in 1994. Explaining that the pre-Internet media industry made its distribution and promotion decisions based on what he called lifeboat economics and not on quality or even potential lifetime demand, he laid out a vision of the impact he expected the Internet and consumer choice would have on the structure of the media industry, foreshadowing many of the ideas that appeared in Chris Anderson's book *The Long Tail: Why the Future of Business is Selling Less of More*.

The Long Tail concept has found a broad ground for application, research and experimentation. It is a common term in the online business and mass media, but also of importance in micro-finance (see Grameen Bank), user-driven innovation (Eric von Hippel), market mechanisms (e.g., crowdsourcing, crowdcasting, Peer-to-peer), economic models, and marketing (viral marketing).

Statistical meaning



The tail goes to bigger and longer in new markets (such as online bookstores).

The long tail is the name for a long-known feature of some statistical distributions (such as Zipf, Power laws, Pareto distributions and general Lévy distributions). The feature is also known as ***heavy tails, power-law tails***, or ***Pareto tails***.

In "long-tailed" distributions a high-frequency or high-amplitude population is followed by a low-frequency or low-amplitude population which gradually "tails off" asymptotically. The events at the far end of the tail have a very low probability of occurrence.

Power law distributions or functions characterize an important number of behaviors from nature and human endeavor. This fact has given rise to a keen scientific and social interest in such distributions, and the relationships that create them. The observation of such a distribution often points to specific kinds of mechanisms, and can often indicate a deep connection with other, seemingly unrelated systems. Examples of behaviors that exhibit long-tailed distribution are the occurrence of certain words in a given language, the income distribution of a business or the intensity of earthquakes (see: Gutenberg-Richter law).

Chris Anderson's and Clay Shirky's articles point to special cases in which we are able to modify the underlying relationships and evaluate its impact on the frequency of events. In those cases the infrequent, low-amplitude (or low-revenue) events — the long tail, represented here by the portion of the curve whereby the sum of events is greater than 20% of the total — can become the largest area under the line. This suggests that a variation of one mechanism (internet access) or relationship (the cost of storage) can significantly shift the frequency of occurrence of certain events in the distribution. The shift has a crucial effect in probability and in the customer demographics of businesses like mass media and online sellers.

license - a shorthand definition of a license is "a promise (by the licensor) not to sue (the licensee)." A licensor may grant license under "intellectual property" to do something (such as copy software or use a patented invention) without fear of a claim of intellectual property infringement brought by the licensor. A license under intellectual property commonly has several component parts, including a term, territory, renewal, as well as other limitations deemed vital to the licensor. Mass distributed software is used by in-

dividuals on personal computers under license from the developer of that software. Such license is typically included in a more extensive end-user license agreement (EULA) entered into upon the installation of that software on a computer.
Under a typical end-user license agreement, the user may install the software on a limited number of computers.
The enforceability of end-user license agreements is sometimes questioned.

Chris Anderson and Clay Shirky

The phrase *The Long Tail* was, according to Chris Anderson, first coined by himself. The concept drew in part from an influential February 2003 essay by Clay Shirky, "Power Laws, Weblogs and Inequality", which noted that a relative handful of weblogs have many links going into them but "the long tail" of millions of weblogs may have only a handful of links going into them. Beginning in a series of speeches in early 2004 and culminating with the publication of a *Wired* magazine article in October 2004, Anderson described the effects of the long tail on current and future business models. Anderson later extended it into the book *The Long Tail: Why the Future of Business is Selling Less of More* (2006).

Anderson argued that products that are in low demand or have low sales volume can collectively make up a market share that rivals or exceeds the relatively few current bestsellers and blockbusters, if the store or distribution channel is large enough. Anderson cites earlier research by Erik Brynjolfsson, Yu (Jeffrey) Hu, and Michael D. Smith, that showed that a significant portion of Amazon.com's sales come from obscure books that are not available in brick-and-mortar stores. The Long Tail is a potential market and, as the examples illustrate, the distribution and sales channel opportunities created by the Internet often enable businesses to tap that market successfully.

An Amazon employee described the Long Tail as follows: "We sold more books today that didn't sell at all yesterday than we sold today of all the books that did sell yesterday."

Anderson has explained the term as a reference to the tail of a demand curve. The term has since been *re*derived from an XY graph that is created when charting popularity to inventory. In the graph shown above, Amazon's book sales or Netflix's movie rentals would be represented along the vertical axis, while the book or movie ranks are along the horizontal axis. The total volume of low popularity items exceeds the volume of high popularity items.

Research by Brynjolfsson, Hu, and Smith

Impact of online access

In his Wired article, Chris Anderson cites earlier research by Erik Brynjolfsson, Yu (Jeffrey) Hu, and Michael D. Smith, who first used a log-linear curve on an XY graph to describe the relationship between Amazon.com sales and sales ranking. They found a large proportion of Amazon.com's book sales come from obscure books that are not available in brick-and-mortar stores.

They then quantified the potential value of the long tail to consumers. In an article published in 2003, these authors showed that, while most of the discussion about the value of the Internet to consumers has revolved around lower prices, consumer benefit (a.k.a. consumer surplus) from access to increased product variety in online book stores is ten times larger than their benefit from access to lower prices online. Thus, the primary value of the internet to consumers comes from releasing new sources of value by providing access to products in the long tail.

Goodbye Pareto Principle, the new distribution

In a 2006 working paper titled "Goodbye Pareto Principle, Hello Long Tail", Erik Brynjolfsson, Yu (Jeffrey) Hu, and Duncan Simester found that, by greatly lowering search costs, information technology in general and Internet markets in particular could substantially increase the collective share of hard-to-find products, thereby creating a longer tail in the distribution of sales.

They used a theoretical model to show how a reduction in search costs will affect the concentration in product sales. By analyzing data collected from a multi-channel retailing company, they showed empirical evidence that the Internet channel exhibits a significantly less concentrated sales distribution, when compared with traditional channels. An 80/20 rule fits the distribution of product sales in the catalog channel quite well, but in the Internet channel, this rule needs to be modified to a 72/28 rule in order to fit the distribution of product sales in that channel. The

liberal democracy - or Constitutional democracy are the dominant form of democracies in the 21st century. During the Cold War, liberal democracies were contrasted with the Communist People's Republic or "Popular Democracies", which claimed an alternative conception of democracy. Today, constitutional democracies are mostly contrasted with direct democracy and/or participatory democracy. Liberal democracies may take various constitutional forms: they may be Republics, as the United States or France, or constitutional monarchy, as the United Kingdom or Spain. It may have a presidential system (United States), a parliamentary system (Westminster system, UK and Commonwealth countries), or a hybrid, semi-presidential system (France).
The term "liberal" in "liberal democracy" does not imply that the government of such a democracy must follow the political ideology of liberalism. It is merely a reference to the fact that liberal democracies feature constitutional protections of

individual rights from government power, which were first proposed during the Age of Enlightenment by philosophers who formulated theories of social contract. At present, there are numerous countries ruled by non-liberal political parties - for example parties that uphold conservatism, Christian democracy, social democracy, or some forms of socialism - which are considered to have liberal democracy as their form of government.

libertarian socialism - (sometimes called socialist anarchism, and sometimes left libertarianism) is a group of political philosophies that aspire to create a society without political, economic, or social hierarchies, i.e. a society in which all violent or coercive institutions would be dissolved, and in their place every person would have free, equal access to the tools of information and production.

This equality and freedom would be achieved through the abolition of authoritarian institutions that own and control pro-

difference in the sales distribution is highly significant, even after controlling for consumer differences.

Economics and markets

Demand-side and supply-side drivers

The key supply-side factor that determines whether a sales distribution has a Long Tail is the cost of inventory storage and distribution. Where inventory storage and distribution costs are insignificant, it becomes economically viable to sell relatively unpopular products; however, when storage and distribution costs are high, only the most popular products can be sold. Take movie rentals as an example: A traditional movie rental store has limited shelf space, which it pays for in the form of building overhead; to maximize its profits, it must stock only the most popular movies to ensure that no shelf space is wasted. Because Netflix stocks movies in centralized warehouses, its storage costs are far lower and its distribution costs are the same for a popular or unpopular movie. Netflix is therefore able to build a viable business stocking a far wider range of movies than a traditional movie rental store. Those economics of storage and distribution then enable the advantageous use of the Long Tail: Netflix finds that in aggregate, "unpopular" movies are rented more than popular movies.

A *MIT Sloan Management Review* article titled "From Niches to Riches: Anatomy of the Long Tail" examined the Long Tail from both the supply side and the demand side and identifies several key drivers. On the supply side, the authors point out how e-tailers' expanded, centralized warehousing allows for more offerings, thus making it possible for them to cater to more varied tastes.

On the demand side, tools such as search engines, recommender software and sampling tools are allowing customers to find products outside their geographic area. The authors also look toward the future to discuss second-order, amplified effects of Long Tail, including the growth of markets serving smaller niches.

Crowds

The "crowds" of customers, users and small companies that inhabit the Long Tail distribution can perform collaborative and assignment work. Some relevant forms of these new production models are:

- The peer-to-peer collaboration groups that produce open-source software or create wikis such as wikipedia.
- The crowdsourcing model, in which a company outsources work to a large group of market players using a collaborative online platform.
- The model of crowdcasting, is the process of building a network of users and then delivering challenges or tasks to be solved with the purpose of gaining insights or innovative ideas.
- Work performed by individuals in commons-like, non-market networks, described in the work of Yochai Benkler.

Business models

Competitive impact

The Long Tail may threaten established businesses. Before a Long Tail works, only the most popular products are generally offered. When the cost of inventory storage and distribution fall, a wide range of products become available. This can, in turn, have the effect of reducing demand for the most popular products. For example, Web content businesses with broad coverage, such as Yahoo! or CNET, may be threatened by the rise of smaller Web sites that focus on niches of content, and cover that content better than the larger sites.

The competitive threat from these niche sites is reduced by the cost of establishing and maintaining them and the bother required for readers to track multiple small Web sites. These factors have been transformed by easy and cheap Web site software and the spread of RSS.

ductive means as private property, so that direct control of these means of production and resources will be shared by society as a whole. Libertarian socialism also constitutes a tendency of thought that informs the identification, criticism and practical dismantling of illegitimate authority in all aspects of social life. Accordingly libertarian socialists believe that "the exercise of power in any institutionalized form – whether economic, political, religious, or sexual – brutalizes both the wielder of power and the one over whom it is exercised."
Libertarian socialists place their hopes in trade unions, workers' councils, municipalities, citizens' assemblies, and other non-bureaucratic, decentralized means of direct democracy.

Linus's Law - according to Eric S. Raymond Linus's Law states that "given enough eyeballs, all bugs are shallow". More formally: "Given a large enough beta-tester and

co-developer base, almost every problem will be characterized quickly and the fix will be obvious to someone." The rule was formulated and named by Eric S. Raymond in his essay "The Cathedral and the Bazaar".

Criticism

Some studies have contested Linus's Law. Software development experts Robert Glass, Michael Howard and David LeBlanc have stated that application of Linus's Law can lead to security and software maintenance problems citing the relatively small number of contributions made to open-source projects by "outside" people — that is, people not belonging to a small core group of developers. This is largely the result of the necessary investment developers must make in setting up a build environment and understanding a piece of code before they can effectively contribute to it. Some projects also distrust external contributions, fearing that they might create difficult-to-find bugs or security holes, and so these projects create an inconvenient review process which can hinder external development.

Similarly, mass-market distributors like Blockbuster may be threatened by distributors like Netflix, which supply the titles that Blockbuster doesn't offer because they are not already very popular.

Internet companies

Some of the most successful Internet businesses have leveraged the Long Tail as part of their businesses. Examples include eBay (auctions), Yahoo! and Google (web search), Amazon (retail) and iTunes Store (music and podcasts) amongst the major companies, along with smaller Internet companies like Audible (audio books) and Netflix (video rental).

Microfinance and microcredit

The banking business has used internet technology to reach an ever increasing number of customers. But the most important shift in business model due to the Long Tail has come from the various forms of microfinance developed.

As opposed to e-tailers, micro-finance is a distinctly low technology business. Its aim is to offer very small credits to lower-middle to lower class and poor people that would otherwise be ignored by the traditional banking business. The banks that have followed this strategy of selling services to the low-frequency long tail of the sector, have found out that it can be an important niche, long ignored by consumer banks. The recipients of small credits tend to be very good payers of loans, despite their non-existent credit history. They are also willing to pay higher interest rates than the standard bank or credit card customer. It also is a business model that fills an important developmental role in an economy.

Grameen Bank in Bangladesh has successfully followed this business model. In Mexico the banks Compartamos and Banco Azteca also service this customer demographic, with an emphasis on consumer credit. Kiva.org is an organization that provides micro credits to people worldwide, using a distinct direct business model.

User-driven innovation

According to the user-driven innovation model, companies can rely on users of their products and services to do a significant part of the innovation work. Users want products that are customized to their needs. They are willing to tell the manufacturer what they really want and how it should work. Companies can make use of a series of tools, like interactive and internet based technologies, to give their users a voice and to enable them to do innovation work that is useful to the company.

Given the diminishing cost of communication and information sharing (in analogy to the low cost of storage and distribution, in the case of e-tailers), long-tailed user driven innovation in will gain importance for businesses.

In following a long-tailed innovation strategy, the company is using the model to tap into a large group of users that are in the low-intensity area of the distribution. It is their collaboration and aggregated work that results in an innovation effort. Innovation communities formed by large groups of users can perform rapidly the trial and error process of innovation, share information, test and diffuse the results.

Eric von Hippel of MIT's Sloan School of Management defined the user-led innovation model in his book *Democratizing Innovation*. Among his conclusions is the insight that as innovation becomes more user-centered the information needs to flow freely, in a more democratic way, creating a "rich intellectual commons" and "attacking a major structure of the social division of labor".

Marketing

The drive to build a market and obtain revenue from the consumer demographic of the Long Tail has led businesses to implement a series of new marketing techniques, most of them based on extensive use of internet technologies. Among the most representative are:

- New Media Marketing: a term to describe the building

Linus Torvalds - Linus Benedict Torvalds; born December 28, 1969 in Helsinki, Finland, is a Finnish software engineer best known for having initiated the development of the Linux kernel. He later became the chief architect of the Linux kernel, and now acts as the project's coordinator. After a visit to Transmeta in late 1996, he accepted a position at the company in California, where he would work from February 1997 through June 2003. He then moved to the Open Source Development Labs, which has since merged with the Free Standards Group to become the Linux Foundation, under whose auspices he continues to work. In June 2004, Torvalds and his family moved to Portland, Oregon to be closer to the consortium's Beaverton, Oregon-based headquarters. From 1997 to 1999 he was involved in 86open helping to choose the standard binary format for Linux and Unix.
Red Hat and VA Linux, both leading developers of Linux-based software,

presented Torvalds with stock options in gratitude for his creation. In 1999, both companies went public and Torvalds' net worth shot up to roughly $20 million.

His personal mascot is a penguin nicknamed Tux, which has been widely adopted by the Linux community as the mascot of the Linux kernel.

Torvalds generally stays out of non-kernel-related debates. Although Torvalds believes that "open source is the only right way to do software", he also has said that he uses the "best tool for the job", even if that includes proprietary software.

Initially Torvalds wanted to call the kernel he developed Freax (a combination of "free", "freak", and the letter X to indicate that it is a Unix-like system), but his friend Ari Lemmke, who administered the FTP server where the kernel was first hosted for downloading, named Torvalds' directory linux.

and managing of social networks and online or virtual communities, and extend the reach of marketing to the low-frequency, low-intensity consumer in a cost effective way.

- Buzz Marketing: The strategic use of word of mouth, the transmission of commercial information from person to person in an online or real-world environment.
- Viral Marketing: The intentional spreading of marketing messages using preexisting social networks, with an emphasis of the casual, non-intentional and low cost.

Cultural and political impact

The Long Tail has possible implications for culture and politics. Where the opportunity cost of inventory storage and distribution is high, only the most popular products are sold. But where the Long Tail works, minority tastes become available and individuals are presented a wider array of choices. The long tail presents opportunities for various suppliers to introduce products in the niche category. These encourage the diversification of products. These niche products open opportunities for suppliers while concomitantly satisfying the demands of many individuals — therefore lengthening the tail portion of the Long Tail. In situations where popularity is currently determined by the lowest common denominator, a Long Tail model may lead to improvement in a society's level of culture. The opportunities that arise because of the Long Tail greatly affect society's cultures because suppliers have unlimited capabilities due to infinite storage and demands that were unable to be met prior to the Long Tail become realized.

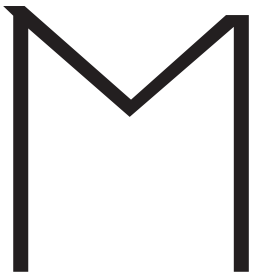
Cultural diversity

Television is a good example of this: TV stations have a limited supply of profitable or "prime" time slots during which people who generate an income will watch TV. These people with money to spend are targeted by advertisers who

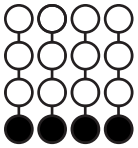
Luther Blissett - is a multiple-use name, an "open reputation" informally adopted and shared by hundreds of artists and

pay for the programming so the opportunity cost of each time slot is high. Stations, therefore, choose programs that have a high probability to appeal to people in the profitable demographics in order to guarantee a return. *Twin Peaks*, for example, did not have broad appeal but stayed on the air for two seasons because it attracted young professionals with money to spend. Generally, as the number of TV stations grows or TV programming is distributed through other digital channels, the key demographic individuals are split into ever smaller groups. As the targeted groups become smaller niches, and the quantity of channels becomes less of an opportunity cost, previously ignored groups become profitable demographics in the long tail. These groups along the long tail then become targeted for television programming that might have niche appeal. As the opportunity cost goes down with more channels and smaller niches, the choice of TV programs grows and greater cultural diversity rises as long as there is money in it.

social activists all over Europe and South America since Summer 1994.
For reasons that remain unknown, the name was borrowed from a 1980s British football player of Afro-Caribbean origins. In Italy, between 1994 and 1999, the so-called Luther Blissett Project (an organized network within the open community sharing the "Luther Blissett" identity) became an extremely popular phenomenon, managing to create a legend, the reputation of a folk hero. This Robin Hood of the information age waged a guerrilla warfare on the cultural industry, ran unorthodox solidarity campaigns for victims of censorship and repression and - above all - played elaborate media pranks as a form of art, always claiming responsibility and explaining what bugs they had exploited to plant a fake story. Blissett was active also in other countries, especially in Spain and Germany. December 1999 marked the end of the LBP's Five Year Plan. All the "veterans" committed a symbolic Seppuku.



Mashup (digital)



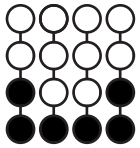
CO REMIX

A **digital mashup** is a digital media file containing any or all of text, graphics, audio, video and animation drawn from pre-existing sources, to create a new derivative work . Digital text mashups, for example, appear by the thousands every day as users of blogs and online forums copy and paste digital text in juxtaposition to comment on topics of interest, while fan-created video/audio mashups juxtaposing commercially produced video clips with favorite pop songs constitute a major portion of YouTube content. Digital mashups represent a new phase in the re-use of existing works not so much conceptually as in ease of use. The creation of digital media formats such as ASCII text, Redbook audio, JPEG images and MPEG video has made it far easier for potential mashup creators to create derivative works, than was the case in the past, when significant technical equipment and knowledge was required to manipulate analog content. A major contributing factor to the spread of digital mashups is of course the World Wide Web, which provides channels both for acquiring source material and for distributing derivative works, both often at negligible cost . Current widespread practices of creating digital mashups have raised significant questions of intellectual property and copyright, which have been addressed by Lawrence Lessig, among others·

mass customization - In marketing, manufacturing, and management, is the use of flexible computer-aided manufacturing systems to produce custom output. Those systems combine the low unit costs of mass production processes with the flexibility of individual customization.

The concept of mass customization is attributed to Stan Davis in Future Perfect and was defined by Tseng and Jiao (2001, p. 685) as "producing goods and services to meet individual customer's needs with near mass production efficiency". Kaplan and Haenlein (2006, pp. 168–182) concurred, calling it "a strategy that creates value by some form of company-customer interaction at the fabrication and assembly stage of the op-

Mass collaboration



CO REMIX USER

Mass collaboration is a form of collective action that occurs when large numbers of people work independently on a single project, often modular in its nature. Such projects typically take place on the internet using social software and computer-supported collaboration tools such as wiki technologies, which provide a potentially infinite hypertextual substrate within which the collaboration may be situated.

A key aspect which distinguishes mass collaboration from other forms of large-scale collaboration, is that the collaborative process is mediated by the content being created - as opposed to being mediated by direct social interaction as in other forms of collaboration.

Mass collaboration as distinct from cooperation

Mass collaboration differs from mass cooperation in that the creative acts taking place requires the joint development of shared understandings. Conversely, group members involved in a cooperation needn't engage in a joint negotiation of understanding, they may simply execute instructions willingly.

Another important distinction is the borders around which a mass cooperation can be defined. Due to the extremely general characteristics and lack of need for fine grain negotiation and consensus when cooperating, the entire internet, a city and even the global economy may be regarded as a mass cooperation. Thus a mass collaboration is more refined and complex in its process and production on the level of collective engagement.

erations level to create customized products with production cost and monetary price similar to those of mass-produced products".

meme - A meme (pronounced /mi:m/) consists of any idea or behavior that can pass from one person to another by learning or imitation. Examples include thoughts, ideas, theories, gestures, practices, fashions, habits, songs, and dances. Memes propagate themselves and can move through the cultural sociosphere in a manner similar to the contagious behavior of a virus.
Richard Dawkins coined the word "meme" as a neologism in his book The Selfish Gene (1976) to describe how one might extend evolutionary principles to explain the spread of ideas and cultural phenomena. Meme-theorists contend that memes evolve by natural selection through the processes of varia-

tion, mutation, competition, and inheritance influencing an individual entity's reproductive success.

Mass collaboration as distinct from the online forum

Although an online discussion is certainly collaborative, mass collaboration differs from a large forum, email list, bulletin board, chat session or group discussion in that the discussion's structure of separate, individual posts generated through turn-taking communication means the textual content does not take the form of a single, coherent body. Of course the conceptual domain of the overall discussion exists as a single unified body, however the textual contributors can be linked back to the understandings and interpretations of a single author. Though the author's understandings and interpretations are most certainly a negotiation of the understandings of all who read and contribute to the discussion, the fact that there was only one author of a given entry reduces the entry's collaborative complexity to the discursive/interpretive as opposed to constructive/'negotiative' levels.

Metcalfe's law - tates that the value of a telecommunications network is proportional to the square of the number of connected users of the system (n2). Metcalfe's law characterizes many of the network effects of communication technologies and networks such as the Internet, social networking, and the World Wide Web. Metcalfe's law is more of a heuristic or metaphor than an iron-clad empirical rule. In addition to the difficulty of quantifying the "value" of a network, the mathematical justification measures only the potential number of contacts, i.e., the technological side of a network. However the social utility of a network depends upon the number of nodes in contact. For instance, if Chinese and non-Chinese users don't understand each other, the utility of a network of users that speak the

The role of discussion in mass collaboration

In traditional collaborative scenarios discussion plays a key role in the negotiation of jointly developed, shared understandings (the essence of collaboration), acting as a point of mediation between the individual collaborators and the outcome which may or may not eventuate from the discussions. Mass collaboration reverses this relationship with the work being done providing the point of mediation between collaborators, with associated discussions being an optional component. It is of course debatable that discussion is optimal, as most (if not all) mass collaborations have discussions associated with the content being developed. However it is possible to contribute (to Wikipedia for instance) without discussing the content you are contributing to. (Smaller scale collaborations might be conducted without discussions especially in a non-verbal mode of work - imagine two painters contributing to the same canvas - but the situation becomes increasingly problematic as more members are included.)

Mass collaboration as distinct from coauthoring

From the perspective of individual sites of work within a mass collaboration, the activity may appear to be identical to that of coauthoring. In fact, it is, with the exception being the implicit and explicit relationships formed by the interdependence that many sites within a mass collaboration share through hypertext and coauthorship with differing sets of collaborators. This interdependence of collaborative sites coauthored by a large number of people is what gives a mass collaboration one of its most distinguishing features - a coherent collaboration emerging from the interrelated collection of its parts.

Non-textual mass collaboration

Although the only widely successful examples of mass collaboration thus far evaluated exist in the textual medium, there is no immediate reason why this form of collective action couldn't work in other creative media. It could be argued that some projects within the open source software movement provide examples of mass collaboration outside of the traditional written language (see below), however, the code collaboratively created still exists as a language utilizing a textual medium. Music is also a possible site for mass collaboration, for instance on live performance recordings where audience members' voices have become part of the standard version of a song. Most "anonymous" folk songs and "traditional" tunes are also arguably sites of long term mass collaboration.

How mass collaboration changes business?

In the book Wikinomics - how mass collaboration changes everything, Don Tapscott and Anthony D Williams list four powerful new ideas that the new art and science of wikinomics is based on:

i) being open ii)peering iii)sharing iv)acting globally

The concept of mass collaboration has led to a number of efforts to harness and commercialize shared tasks.

other language is near zero, and the law has to be calculated for the two sub-networks separately.

microfinance - the provision of financial services to poor or low-income clients, including consumers and the self-employed. The term also refers to the practice of sustainably delivering those services.

More broadly, it refers to a movement that envisions "a world in which as many poor and near-poor households as possible have permanent access to an appropriate range of high quality financial services, including not just credit but also savings, insurance, and fund transfers."

Microstock photography - also known as micropayment photography, is an offshoot of traditional stock photography. What defines a company as a microstock photography company is that they (1) source their images almost exclusively via

the Internet, (2) do so from a wider range of photographers than the traditional stock agencies (including a willingness to accept images from "amateurs" and hobbyists), and (3) sell their images at a very low rate (anywhere from $.20 - $10) for a royalty-free image. A number of microstock sites also sell vector art, and some sell Flash animations and video, as well as images.

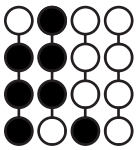
History

The pioneer of microstock photography was Bruce Livingstone, who created iStockPhoto, originally a free stock photo site that quickly became an industry phenomenon. Livingstone sold iStockphoto to Getty Images in February 2006 for $50 million USD

Collectively known as crowdsourcing, these ventures typically involve on an online system of accounts for coordinating buyers and sellers of labor. Amazon's Mechanical Turk system follows this model, by enabling employers to distribute minute tasks to thousands of registered workers.

How mass collaboration changes government

The power of Mass-collaboration is evidenced by the scope and accuracy of the Wikipedia project. On his website Mass-Collaboration.net, Kevin St.Onge discusses the opportunities that mass collaboration presents to the world in achieving a global democracy. He argues that governments as we know them will be dissolved and replaced by the collaborative efforts of the entire world population.



Mediation

FAC

Mediation, a form of alternative dispute resolution (ADR), or "appropriate dispute resolution", aims to assist two (or more) disputants in reaching an agreement. Whether an agreement results or not, and whatever the content of that agreement, if any, the parties themselves determine — rather than accepting something imposed by a third party. The disputes may involve (as parties) states, organizations, communities, individuals or other representatives with a vested interest in the outcome.

Mediators use appropriate techniques and/or skills to open and/or improve dialogue between disputants, aiming to help the parties reach an agreement (with concrete effects) on the disputed matter. Normally, all parties must view the mediator as impartial.

A Million Penguins - a now past collaborative effort to write a novel (amillionpenguins.com). The web site through which the novel was written used a wiki for the authors to add their submissions. 1500 people contributed to the writing and editing

The activity of mediation in itself appeared in very ancient times. Historians presume early cases in Phoenician commerce (but suppose its use in Babylon, too). The practice developed in Ancient Greece (which knew the non-marital mediator as a *proxenetas*), then in Roman civilization, (Roman law (starting from Justinian's *Digest* of 530 - 533 CE) recognized mediation. The Romans called mediators by a variety of names, including *internuncius*, *medium*, *intercessor*, *philantropus*, *interpolator*, *conciliator*, *interlocutor*, *interpres*, and finally *mediator*.

The Middle Ages regarded mediation differently, sometimes forbidding the practice or restricting its use to centralized authorities. Some cultures regarded the mediator as a sacred figure, worthy of particular respect; and the role partly overlapped with that of traditional wise men or chieftain.

Mediation and conciliation

"Conciliation" sometimes serves as an umbrella-term that covers all mediation and facilitative and advisory dispute-resolution processes. Neither process determines an outcome, and both share many similarities. For example, both processes involve a neutral third-party who has no enforcing powers.

One significant difference between conciliation and mediation lies in the fact that conciliators possess expert knowledge of the domain in which they conciliate. The conciliator can make suggestions for settlement terms and can give advice on the subject-matter. Conciliators may also use their role to actively encourage the parties to come to a resolution. In certain types of dispute the conciliator has a duty to provide legal information. This helps any agreement reached to comply with any relevant statutory framework pertaining to the dispute. Therefore conciliation may include an advisory aspect.

Mediation works purely facilitatively: the practitioner has no advisory role. Instead, a mediator seeks to help parties

of A Million Penguins, making over 11,000 edits. The effort was initiated by Penguin Books, and Penguin's Chief Executive said this was "not the most read, but possibly the most written novel in history " Due to the overwhelming number of edits, over 100 every hour, Penguin had to impose "reading windows" whereby they freeze the novel so that the more serious editors can read over what has been changed and thus get their bearings on where the story was going.

moderation system - On Internet websites which invite users to post comments, a moderation system is the method the webmaster chooses to sort contributions which are irrelevant, obscene, illegal, or insulting with regards to useful or informative contributions.

to develop a shared understanding of the conflict and to work toward building a practical and lasting resolution.

Several different styles of mediation exist: evaluative, facilitative, and transformative. Evaluative mediation does have somewhat of an advisory role in that its practitioners evaluate the strengths and weaknesses of each side's argument should they go to court; whereas facilitative mediators and transformative mediators do not do this. Furthermore, their definitions of mediation differ in that evaluative mediation has the main drive and goal of settlement, while transformative mediation, in contrast, looks at conflict as a crisis in communication and seeks to help resolve the conflict thereby allowing people to feel empowered in themselves and better about each other. The agreement that arises from this type of mediation occurs as a natural outcome of the resolution of conflict.

moderator - on the internet are users of the forum which are granted access to the posts and threads of all members for the purpose of moderating discussion (similar to arbitration) and also keeping the forum clean (neutralising spam and spambots etc). Because they have access to all posts and threads in their area of responsibility, it is common for a knowledgeable and trustworthy member to be promoted to moderator for such a task. Moderators themselves may have ranks: some may be given mod privilege over only a particular topic or section, while others (called 'global') may be allowed access anywhere. Common privileges of moderators include: deleting, merging, moving, and splitting of posts and threads; closing, renaming, stickying of threads; banning, unbanning, warning the members; or adding, editing, removing the polls of threads.

Both mediation and conciliation serve to identify the disputed issues and to generate options that help disputants reach a mutually-satisfactory resolution. They both offer relatively flexible processes; and any settlement reached should have the agreement of all parties. This contrasts with litigation, which normally settles the dispute in favour of the party with the strongest legal argument. In-between the two operates collaborative law, which uses a facilitative process where each party has counsel.

The uses of mediation in preventing conflicts

Mediation is a very usual tool that can be adopted to anticipate problems, grievances and difficulties between parties before the conflict may arise. This has potential applications in large and private sector organisations, particularly where they are subject to excessive change, competition and economic pressure. A key way mediation is used to prevent these conflicts is complaint handling and management. This is a conflict prevention mechanism designed to handle a complaint effectively at first contact and to minimise the possibility of it developing into a dispute. According to Charlton (2000, p.4) a person who undertakes this role is commonly known as a "dispute

preventer".

While the corporate sector may provide one area in which to use the mediation process for preventing conflicts, dealing with everyday life's disputes provides another. This is no more evident in neighbourhood conflict. Your behaviour affects your neighbours, just as what they do affects you. The key way to prevent conflicts with neighbors is to be a good neighbour yourself. Spencer and Altobelli believe simple consideration and conversation with neighbours helps achieve a peaceful coexistence. Making it is easier for you to live as privately or as sociably as you wish. Ideal suggestions for consideration in preventing conflicts between neighbours include:

- meeting one's neighbours
- keeping one's neighbours informed
- awareness of differences
- appreciation
- consideration of one's neighbours' points of view
- showing candidness
- communicating
- demonstrating respect

One can also employ mediation to reduce or prevent violence in sports and in schools. Using peers as mediators is a process known as "peer mediation". This process (highlighted by Charlton provides a popular way of handling conflicts and of preventing violence in primary schools, high schools and sporting activities. Schools adopting this process often recruit and train students interested in being peer mediators.

In general, effective communication provides the ideal way to prevent and resolve any conflict; talking things over — along with listening — handles problems optimally and should ultimately avoid the dispute going to the courts.

Common aspects of mediation

Mediation as a process involves a third party (often an impartial third party) assisting two or more persons, ("parties" or "stakeholders") to find mutually-agreeable

Mondragon Bookstore - a political bookstore and vegan cafe located in The Old Market Autonomous Zone at 91 Albert Street in Winnipeg, Manitoba, Canada. The name comes from the Mondragón Cooperative Corporation and other organisations in the Basque town of Mondragón Spain that is known for its extensive network of worker's cooperatives.

Mondragon is organized as a workers' collective: there is no hierarchy and all workers receive the same wage rate. This is based on the economic structure, Parecon developed by Robin Hahnel and Michael Albert.

Mondragon's internal structure, inspired by the participatory economic model, is part of a long tradition of workers' collectives. It aspires to complete non-hierarchy: there are no owners or managers other than the

workers themselves. One of the co-founders of the workplace presented a paper at the World Social Forum in Brazil on the practical difficulties of applying parecon principles to a workplace in the midst of capitalism. Some commentators have also noted that regardless of the egalitarian workplace structure, in the final analysis, retail work is still largely menial, and turnover rates are comparable to more corporate counterparts.

solutions to difficult problems.

People make use of mediation at many different levels and in multiple contexts: from minor disputes to global peace-talks. This makes it difficult to provide a general description without referring to practices in specific jurisdictions — where "mediation" may in fact have a formal definition and in some venues may require specific licenses. This article attempts only a broad introduction, referring to more specific processes (such as peace process, binding arbitration, or mindful mediation) directly in the text.

While some people loosely use the term "mediation" to mean any instance in which a third party helps people find agreement, professional mediators generally believe it essential that mediators have thorough training, competency, and continuing education. The term "mediation" also sometimes occurs incorrectly referring to arbitration; a mediator does not impose a solution on the parties, whereas an arbitrator does.

While mediation implies bringing disputing parties face-to-face with each other, the strategy of "shuttle diplomacy", where the mediator serves as a liaison between disputing parties, also sometimes occurs when face-to-face mediations are not possible.

module - A module is a self-contained component of a system, which has a well-defined interface to the other components; something is modular if it includes or uses modules which can be interchanged as units without disassembly of the module. Design, manufacture, repair, etc. of the modules may be complex, but this is not relevant; once the module exists, it can easily be connected to or disconnected from the system.

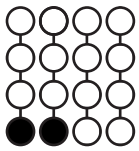
Community mediation

Disputes involving neighbors often have no formal dispute-resolution mechanism. Community mediation centers generally focus on this type of neighborhood conflict, with trained volunteers from the local community usually serving as mediators. These organizations often serve populations that cannot afford to utilize the court systems or other private ADR-providers. Many community programs also provide mediation for disputes between landlords and tenants, members of homeowners associations, and businesses and consumers. Mediation helps the parties to repair relationships, in addition to addressing a particular substantive dispute. Agreements reached in community mediation are generally private,

but in some states, such as California, the parties have the option of making their agreement enforceable in court. Many community programs offer their services for free or at most, charge a nominal fee.

The roots of community mediation can be found in community concerns to find better ways to resolve conflicts, and efforts to improve and complement the legal system. Citizens, neighbors, religious leaders* and communities became empowered, realizing that they could resolve many complaints and disputes on their own in their own community through mediation. Experimental community mediation programs using volunteer mediators began in the early 1970s in several major cities. These proved to be so successful that hundreds of other programs were founded throughout the country in the following 2 decades. Community mediation programs now flourish throughout the United States.

Media transparency



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Media Transparency is the concept of determining how and why information is conveyed through various means.

This is a specific case of the topic, Transparency (humanities). As used in the humanities, it implies openness and accountability. It is a metaphorical extension of the meaning used in the physical sciences: a "transparent" object is one that can be seen through.

In communication studies, Media is transparent when:

- there are many, often competing, sources of information
- much is known about the method of information

money - anything that is generally accepted as payment for goods and services and repayment of debts. Money is used as an intermediary for trade, in order to avoid the inefficiencies of a barter system, which are sometimes referred to as the 'double coincidence of wants problem'. Money is generally considered to have the following characteristics, which are summed up in a rhyme found in older economics textbooks: "Money is a matter of functions four, a medium, a measure, a standard, a store." That is, money functions as a medium of exchange, a unit of account, a standard of deferred payment, and a store of value. Fiat money is any money whose value is determined by legal means, rather than the strict availability of goods and services which are named on the representative note.
Fiat money is created when a type of credit money (typically notes from a central bank, such as the Federal Reserve System in the U.S.) is de-

clared by a government act (fiat) to be acceptable and officially-recognized payment for all debts, both public and private. Fiat money may thus be symbolic of a commodity or a government promise, though not a completely specified amount of either of these. Fiat money is thus not technically fungible or tradable directly for fixed quantities of anything, except more of the same government's fiat money.

delivery

- the funding of media production is publicly available

Aspects of **transparent media** include open source documentation, open meetings, financial disclosure statements, the freedom of information legislation, budgetary review, audit, peer review, etc.

Some organisations and networks insist that not only the ordinary information of interest to the community is made freely available, but that all (or nearly all) meta-levels of organising and decision-making are themselves also published. This is known as radical transparency. These organizations include: Wikipedia, the GNU/Linux community, and Indymedia.

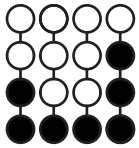
Example

When an organization (corporate, government, non-profit, or other) holds a meeting and the proceedings are open to the public and the press, and the meeting is publicized via one or more of the following methods, there is less opportunity for the organization to abuse the system of information delivery in their own interest:

- broadcast over radio
- reviewed on television
- reported in newsprint
- journalized on weblogs

This assumes, of course, that the organization does not own or otherwise affect the media conveying the information.

moral codes - In its first, descriptive usage, morality means a code of conduct held to be authoritative in matters of right and wrong. Morals are created by and define society, philosophy, religion, or individual conscience.
In its second, normative and universal sense, morality refers to an ideal code of conduct, one which would be espoused in preference to alternatives by all rational people, under specified conditions. To deny 'morality' in this sense is a position known as moral skepticism. Codified morality is generally distinguished



Meetup.com

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Meetup.com (also called **Meetup**) is an online social networking portal that facilitates offline group meetings in various localities around the world. Meetup allows members to find and join groups unified by a common interest, such as politics, books, games, movies, health, pets, careers or hobbies. Users enter their ZIP code (or their city outside the United States) and the topic they want to meet about, and the website helps them arrange a place and time to meet.

History

Meetup.com was founded in 2002 by Scott Heiferman, Matt Meeker and Peter Kamali.

> "The primary inspiration was the book *Bowling Alone*, which is by Harvard sociologist Robert Putnam about the decline of community in America and how people don't know their neighbors anymore," Heiferman said. "The Internet does a number of wonderful things, but it treats geography as irrelevant. We still live in a world where the local level is extremely important. ... We are providing a service that revitalizes the Internet for local communities."
>
> "The founders of the company knew people were staying in front of their computers, DVD players and TVs more and more, and losing personal connections," explained Meetup vice president Myles Weissleder. "After 9/11, they started thinking they could help do something positive in the world by having people reconnect—not with people in chatrooms across the globe—but in their own communities."

from custom, another way for a community to define appropriate activity, by the former's derivation from natural or universal principles.

mutual aid - a term in political economy used to signify the economic concept of voluntary reciprocal exchange of resources and services for mutual benefit. The concept is central to libertarian socialist and anarchist thought. Mutual aid is arguably as ancient as human culture; an intrinsic part of the small, communal societies universal to humanity's ancient past. From the dawn of humanity, until far beyond the invention of agriculture, humans were foragers, exchanging labor and resources for the benefit of group and individual alike.

multiculturalism - generally refers to an applied ideology of racial, cultural and ethnic diversity within the demographics of a specified place, usually at the scale of an organization such as a school, business, neighbourhood, city or nation.
Some countries have official, or de jure policies of multiculturalism aimed at recognizing, celebrating and maintaining the different cultures or cultural identities within that society to promote social cohesion. In this context, multiculturalism advocates a society that extends equitable status to distinct cultural and religious groups, with no one culture predominating.

Some of Meetup's earliest press coups resulted from active initial support from the Slashdot community. They ran their software on similar platforms, and had a large, successful "International Slashdot Meetup Day" in early July 2002. As a result, Meetup got frequent publicity boosts from Slashdot before and after that event, and were soon a byword in geek circles.

Interest from hobbyists and fans of all stripes grew steadily. Their next surge in popularity and exposure came early in 2003, when politicians campaigning for the Democratic Presidential nomination collectively started to use Meetup to coordinate their grassroots movement. "In Meetup.com's original concept, the sessions are leaderless, just folks with similar interest," Knight Ridder reported in February 2004. "But it didn't take long for savvy political campaigns to have a staffer or volunteer show up to collect names and addresses and hand out material for the candidate." Jerome Armstrong is credited with first promoting Meetup for Howard Dean's Presidential campaign through the blog MyDD, "Mr. Armstrong figured Meetup could help Mr. Dean and urged Mr. Trippi to hire the company."

Howard Dean's presidential campaign took Meetup very seriously, and by February 14, already had 1200 supporters signed up; a month later, there were over 5,000. "We fell into this by accident," Dean said later. "I wish I could tell you we were smart enough to figure this out. But the community taught us. They seized the initiative through Meetup. They built our organization for us before we had an organization." His first personal realization of Meetup's potential occurred when he attended a New York City meetup on March 5, 2003 where he found hundreds of enthusiastic supporters waiting to greet him. "I've never seen anything like that, with no advance people, totally self-organized by a bunch of citizens," said Dean campaign manager Joe Trippi. "It was a really great moment."

> "Meetup quickly became the engine of Dean's Internet campaign," reported *Wired* magazine's Gary Wolf. "Back then, the leading group on the site was a club for witches. Zephyr Teachout,

mutual - A mutual, mutual organization, or mutual society is an organization (which is often, but not always, a company or business) based on the principle of mutuality. Unlike a true cooperative, members usually do not contribute to the capital of the company by direct

> Dean's director of Internet outreach, describes sitting across from campaign manager Joe Trippi in the early weeks and hitting Refresh again and again on her Web browser. 'I was obsessed with beating Witches,' she says. 'Witches had 15,000 members, and we had 3,000. I wanted first place.'"
>
> "His rivals grudgingly concede that Dean, 54, has clearly tapped into something," the *Washington Post* reported in June 2003. "He is attracting the largest crowds of the nine Democratic contenders -- which his staff attributes almost entirely to his campaign's Internet reach. His supporters arguably are the most intense for this early in the process, tens of thousands of them self-organizing in about 300 cities once a month through their online contact, a Web site called Meetup.com."

By the time Dean suspended his campaign for the candidacy in February 2004, there were over 180,000 supporters signed up via Meetup worldwide. Soon after Meetup began acquiring this political sheen, media attention blossomed.

investment, but derive their right to profits and votes through their customer relationship.[dubious – discuss] A mutual organization or society is often simply referred to as a mutual.

A mutual exists with the purpose of raising funds (or money), from its membership or customers (collectively called its members), which can then be used to provide common services to all members of the organization or society. A mutual is therefore owned by, and run for the benefit of, its members - it has no external shareholders to pay in the form of dividends, and as such does not usually seek to maximize and make large profits or capital gains. Mutuals exist for the members to benefit from the services they provide.

Network Economy

CON P2P PLAT USER

One term used to describe the emerging economic order within the information society is the **Network economy.** This stems from a key attribute - products and services are created and value is added through social networks operating on large or global scales. This is in sharp contrast to industrial-era economies, in which ownership of physical or intellectual property stems from its development by a single enterprise. Business models for capturing ownership rights for value embedded in products and services created by social networks are being explored.

The Network Economy may be viewed from a number of perspectives: transition from the industrial economy, digital and information infrastructure, global scale, value networks, and intellectual property rights.

From a transitional point of view, Malone and Laubacher (1998) indicate that the Information Revolution has changed the nature of business activity. Because information can be shared instantly and inexpensively on a global scale, the value of centralized decision making and expensive bureaucracies is greatly diminished. Brand (1999) points out that commerce is being accelerated by the digital and network revolutions and that the role of commerce is to both exploit and absorb these shocks. Some effort must focus on developing new infrastructure while other activity will emphasize governance and evolving culture. Rifkin (2000) notes that real estate has become a business burden in network-based markets.

From an infrastructure perspective, Tapscott (1996) compares information networks of the new economy to highways and the power grid of the industrial economy.

naturally occurring experiments - or Quasi-experiment is a naturally occurring instance of observable phenomena which approximate or duplicate the properties of a controlled experiment. In contrast to laboratory experiments, these events aren't created by scientists, but yield data which nonetheless can be used to make causal inferences.

He suggests that no country can succeed without state-of-the-art electronic infrastructure. Schwartz (1999) writes that in the future, large companies will manage their purchasing, invoicing, document exchange, and logistics through global networks that connect a billion computing devices.

At global scales, Tapscott (1996) indicates that companies can provide 24-hour service as customer requests are transferred from one time zone to another without customers being aware that the work is being done on the other side of the world. Boyett and Boyett (2001) point out that the larger the network, the greater its value and desirability. In a networked economy, success begets more success.

Kelley (1998) states that in a network economy, value is created and shared by all members of a network rather than by individual companies and that economies of scale stem from the size of the network - not the enterprise. Similarly, because value flows from connectivity, Boyett and Boyett (2001) point out that an open system is preferable to a closed system because the former typically have more nodes. They also indicate that such networks are blurring the boundaries between a company and its environment.

A network economy raises important issues with respect to intellectual property. Shapiro and Varian (1999) explain that once a first copy of information has been produced, producing additional copies costs virtually nothing. Rifkin (2000) proposes that as markets make way for networks, ownership is being replaced by access rights because ownership becomes increasingly marginal to business success and economic progress.

negotiation - a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage, or to craft outcomes to satisfy various interests. It is the primary method of alternative dispute resolution.
Negotiation occurs in business, non-profit organizations, government branches, legal proceedings, among nations and in personal situations such as marriage, divorce, parenting, and everyday life. The study of the subject is called negotiation theory. Those who work in negotiation professionally are called negotiators. Professional negotiators are often specialized, such as union negotiators, leverage buyout negotiators, peace negotiators, hostage negotiators, or may work under other titles, such as diplomats, legislators or brokers.

Network Effects

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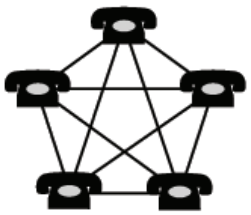
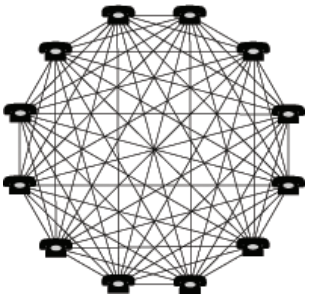
Network effect is a term used narrowly to describe business phenomena, or more broadly to describe non-business phenomena.

In the narrow usage, a network effect is a characteristic that causes a good or service to have a value to a potential customer which depends on the number of other customers who own the good or are users of the service. In other words, the number of prior adopters is a term in the value available to the next adopter.





One consequence of a network effect is that the purchase of a good by one individual indirectly benefits others who own the good — for example by purchasing a telephone a person makes other telephones more useful. This type of side-effect in a transaction is known as an externality in economics, and externalities arising from network effects are known as **network externalities**. The resulting bandwagon effect is an example of a positive feedback loop.

Origins

Network effects were a central theme in the arguments of Theodore Vail, the first post patent president of Bell Telephone, in gaining a monopoly on telephone services. In 1908, when he presented the concept in Bell's annual report, there were over 4000 local

neighbourhood - a geographically localised community within a larger city, town or suburb. Neighbourhoods are often social communities with considerable face-to-face interaction among members. The spatial division of cities into districts or neighbourhoods is one of the few universals of urban life from the earliest cities to the present. In the words of the urban scholar Lewis Mumford, "Neighbourhoods, in some primitive, inchoate fashion exist wherever human beings congregate, in permanent family dwellings; and many of the functions of the city tend to be distributed naturally—that is, without any theoretical preoccupation or political direction—into neighbourhoods." Most of the earliest cities around the

and regional telephone exchanges, most of which were eventually merged into the Bell System. The economics of network effects were presented in a paper by Bell employee N. Lytkins in 1917, where the term network externality was used.

Network effects were more recently popularized by Robert Metcalfe, the founder of Ethernet. In selling the product, Metcalfe argued that customers needed Ethernet cards to grow above a certain critical mass if they were to reap the benefits of their network.

According to Metcalfe, the rationale behind the sale of networking cards was that (1) the cost of cards was proportional to the number of cards installed, but (2) the value of the network was proportional to the square of the number of users. This was expressed algebraically as having a cost of "N", and a value of "N squared". While the actual numbers behind this definition were never firm, the concept allowed customers to share access to expensive resources like disk drives and printers, send e-mail, and access the internet.

Benefits

Network effects become significant after a certain subscription percentage has been achieved, called critical mass. At the critical mass point, the value obtained from the good or service is greater than or equal to the price paid for the good or service. As the value of the good is determined by the user base, this implies that after a certain number of people have subscribed to the service or purchased the good, additional people will subscribe to the service or purchase the good due to the positive utility:price ratio.

A key business concern must then be how to attract users prior to reaching critical mass. One way is to rely on extrinsic motivation, such as a payment, a fee waiver, or a request for friends to sign up. A more natural strategy is to build a system that has enough value *without* network effects, at least to early adopters. Then, as the number of

world as excavated by archaeologists have evidence for the presence of social neighbourhoods. . Historical documents shed light on neighbourhood life in numerous historical preindustrial or nonwestern cities.

Neighbourhoods are typically generated by social interaction among people living near one another. In this sense they are local social units larger than households not directly under the control of city or state officials. In some preindustrial urban traditions, basic municipal functions such as protection, social regulation of births and marriages, cleaning and upkeep are handled informally by neighbourhoods and not by urban governments; this pattern is well documented for historical Islamic cities.

users increases, the system becomes even more valuable and is able to attract a wider user base. Joshua Schachter has explained that he built Del.icio.us along these lines - he built an online system where he could keep bookmarks for himself, such that even if no other user joined, it would still be valuable to him. It was relatively easy to build up a user base from zero because early adopters found enough value in the system outside of the network aspects. The same could be said for many other successful websites which derive value from network effects, e.g. Flickr, MySpace.

Beyond critical mass, the increasing number of subscribers generally cannot continue indefinitely. After a certain point, most networks become either congested or saturated, stopping future uptake. Congestion occurs due to overuse. The applicable analogy is that of a telephone network. While the number of users is below the congestion point, each additional user adds additional value to every other customer. However, at some point the addition of an extra user exceeds the capacity of the existing system. After this point, each additional user decreases the value obtained by every other user. In practical terms, each additional user increases the total system load, leading to busy signals, the inability to get a dial tone, and poor customer support. The next critical point is where the value obtained again equals the price paid. The network will cease to grow at this point, and the system must be enlarged. The congestion point may be larger than the market size. New Peer-to-peer technological models may always defy congestion. Peer-to-Peer systems, or "P2P," are networks designed to distribute load among their user pool. This theoretically allows true P2P networks to scale indefinitely. The P2P based telephony service Skype benefits greatly from this effect. But market saturation will still occur.

Network effects are commonly mistaken for economies of scale, which result from business size rather than interoperability (see also natural monopoly). To help clarify the distinction, people speak of demand side vs. supply side economies of scale. Classical economies of scale are on the production side, while network effects arise on

netiquette - a portmanteau of "network etiquette", is a set of social conventions that facilitate interaction over networks, ranging from Usenet and mailing lists to blogs and forums. These rules were described in IETF RFC 1855. However, like many Internet phenomena, the concept and its application remain in a state of flux, and vary from community to community. The points most strongly emphasized about USENET netiquette often include using simple electronic signatures, and avoiding multiposting, cross-posting, thread hijacking, and other techniques used to minimize the effort required to read a post or a thread. Common rules for e-mail and USENET such as avoiding flamewars and spam are constant across most mediums and communities. Another rule is to avoid typing in ALL CAPS, which is considered shouting or yelling. Beyond matters

the demand side. Network effects are also mistaken for economies of scope.

The network effect has a lot of similarities with the description of phenomenon in reinforcing positive feedback loops description of system dynamics. System dynamics could be used as a modeling method to describe such phenomenon such as word of mouth and Bass model of marketing.

Business examples

Software

There are very strong network effects operating in the market for widely used computer software.

Take for example Microsoft Office. For many people choosing an office suite, prime considerations include how valuable having learned that office suite will prove to potential employers, and how well the software interoperates with other users. That is, since learning to use an office suite takes many hours, they want to invest that time learning the office suite that will make them most attractive to potential employers (or consulting clients, etc), and they also want to be able to share documents. (Additionally, an example of an indirect network effect in this case is the notable similarity in user-interfaces and operability menus of most new software - since that similarity directly translates into less time spent learning new environments, therefore potentially greater acceptance and adoption of those products.)

Similarly, finding already-trained employees is a big concern for employers when deciding which office suite to purchase or standardize on. The lack of cross-platform user-interface standards results in a situation in which one firm is in control of almost 100% of the market.

In cases in which the relevant communication protocols or interfaces are closed standards the network effect can give the company controlling those standards monopoly power. The Microsoft corporation is widely seen by

of basic courtesy and privacy, email syntax (defined by RFC 2822) allows for different types of recipients. The primary recipient, defined by the To: line, can reasonably be expected to respond, but recipients of carbon copies cannot be, although they still might. [14] Likewise, misuse of the CC/BCC functions in lieu of traditional mailing lists can result in serious technical issues. In late 2007, employees of the United States Department of Homeland Security used large CC lists in place of a mailing list to broadcast messages to several hundred users. Misuse of the "reply to all" caused the number of responses to that message to quickly expand to some 2 million messages, bringing down their mail server.

computer professionals as maintaining its monopoly through these means. One observed method Microsoft uses to put the network effect to its advantage is called embrace and extend (derisively called embrace, extend, and extinguish).

net neutrality - (also network neutrality, Internet neutrality) is a principle proposed for residential broadband networks and potentially for all networks. A neutral broadband network is one that is free of restrictions on content, sites, or platforms, on the kinds of equipment that may be attached, and on the modes of communication allowed, as well as one where communication is not unreasonably degraded by other communication streams.

Though the term did not enter popular use until several years later, since the early 2000s advocates of net neutrality and associated rules have raised concerns about the ability of broadband providers to use their last mile infrastructure to block Internet applications and content (e.g. websites, services, protocols); particularly those of competitors. In the US particularly, but elsewhere as well, the possibility of regulations designed to mandate the neutrality of the Internet has been subject to fierce

Web sites

Many web sites also feature a network effect. One example is web marketplaces and exchanges, in that the value of the marketplace to a new user is proportional to the number of other users in the market. For example, eBay would not be a particularly useful site if auctions were not competitive. However, as the number of users grows on eBay, auctions grow more competitive, pushing up the prices of bids on items. This makes it more worthwhile to sell on eBay and brings more sellers onto eBay, which drives prices down again as this increases supply, while bringing more people onto eBay because there are more things being sold that people want. Essentially, as the number of users of eBay grows, prices fall and supply increases, and more and more people find the site to be useful.

The collaborative encyclopedia Wikipedia also benefits from a network effect. The theory goes that as the number of editors grows, the quality of information on the website improves, encouraging more users to turn to it as a source of information; some of the new users in turn become editors, continuing the process.

Social networking websites are also good examples. The more people register onto a social networking website, the more useful the website is to its registrants.

Network effects were used as justification for some of the dot-com business models in the late 1990s. These firms operated under the belief that when a new market comes into being which contains strong network effects, firms should care more about growing their market share than about becoming profitable. This was believed because market share will determine which firm can set technical and marketing standards and thus determine the basis of future competition.

If some existing technology or company whose benefits are largely based on network effects starts to lose market share against a challenger such as a disruptive technology or open standards based competition, the benefits of network effects will reduce for the incumbent, and increase for the challenger.

In this model, a tipping point is eventually reached at which the network effects of the challenger dominate those of the former incumbent, and the incumbent is forced into an accelerating decline, whilst the challenger takes over the incumbent's former position.

Lock-in

Not surprisingly network economics became a hot topic after the diffusion of the Internet across academia. Most people know only of Metcalfe's law as part of network effects. Network effects are notorious for causing vendor lock-in with the most-cited examples being Microsoft products and the qwerty keyboard.

Network effects are a source of, but distinct from, lock-in. Lock-in can result from network effects, and network effects generate increasing returns that are associated with lock-in. However, the presence of a network effect does not guarantee that lock-in will result. For example, if the network is open there is no issue of lock-in.

Types of network effects

There are two kinds of economic value to be concerned about when thinking of network effects:

Inherent — my value from me using the product
Network — my value from you using the product

Network value itself can be direct or indirect.

Direct network value is an immediate result of other users adopting the same system. Some examples of this are fax machines and email.

debate.

Neutrality proponents claim that telecom companies seek to impose a tiered service model for the purpose of profiting from their control of the pipeline to remove competition, create artificial scarcity, and to buoy their otherwise uninteresting, and uncompetitive services. Many believe net neutrality to be primarily important as a preservation of current freedoms.[4] Vinton Cerf, co-inventor of the Internet Protocol, Tim Berners Lee, father of the web, and many others have spoken out strongly in favor of network neutrality.

Opponents of net neutrality include large hardware companies and members of the cable and telecommunications industries. Critics characterised net neutrality regulation as "a solution in search of a problem", arguing that broadband service providers have no plans to block content or degrade network performance. In spite of this claim, certain Internet service providers have intentionally slowed P2P communications. Others have done exactly the opposite of what Telecom spokespersons claim and

have begun to use deep packet inspection to discriminate against P2P, FTP and online games, instituting a cell-phone style billing system of overages, free-to-telecom "value added" services, and anti-competitive tying ("bundling"). Critics also argue that data discrimination of some kinds, particularly to guarantee quality of service, is not problematic, but highly desirable. Bob Kahn, Internet Protocol's co-inventor, has called "net neutrality" a slogan, and states that he opposes establishing it, warning that "nothing interesting can happen inside the net" if it passes: "If the goal is to encourage people to build new capabilities, then the party that takes the lead in building that new capability, is probably only going to have it on their net to start with and it is probably not going to be on anybody else's net."

At its simplest network neutrality is the principle that all Internet traffic should be treated equally. Net neutrality advocates have established three principal definitions of network neutrality:

1. Absolute non-discrimination

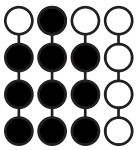
Indirect is a secondary result of many people using the same system. For example, complementary goods are cheaper or more available when many people adopt a standard. Toner may be cheaper for widely used printers. An example of this is that Windows and Linux can be seen as competing not for users, but for software developers, as shown by Nicholas Economides and Evangelos Katsamakas.

Negative and positive network effects

Positive network effects are obvious. More people means more interaction. Wikipedia itself depends on positive network effects. Negative network effects beyond lock-in also exist.

Negative network effects result from resource limits. Consider the connection that overloads the freeway — or the competition for bandwidth. In fact, the automobile and ethernet congestion examples illustrate that there can be threshold limits. In this case, the n+1 person begins to decrease the value of a network if additional resources are not provided.

The result is that in some networks there is an exclusion value. This is clear to anyone who has considered problems of authentication or trust on the modern internet.



Neo-tribalism

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Neotribalism is the ideology that human beings have evolved to live in a tribal, as opposed to a modern, society, and thus cannot achieve genuine happiness until some semblance of tribal lifestyles has been re-created or re-embraced.

General ideology

Neotribalist ideology is rooted in the social philosophies of Jean-Jacques Rousseau and William Kingdon Clifford, who spoke of a "tribal self" thwarted by modern society. The Evolutionary Principle of anthropologist Claude Levi-Strauss, which states that a species removed from the environment in which it evolved will become pathological, has been cited by Neotribalists as providing a scientific basis for their beliefs.

Certain aspects of industrial and post-industrial life, including the necessity of living in a society of strangers and interacting with organizations that have memberships far above Dunbar's number are cited as inherently detrimental to the human mind as it has evolved. In a 1985 paper, "Psychology, Ideology, Utopia, & the Commons," psychologist Dennis Fox proposed a number around 150 people. Recently some supporters of neo-Tribalism have put forth the argument that their ideas have been scientifically proven by the discipline of evolutionary psychology. This claim has been highly disputed, however.

Those that see Neotribalism as a political or quasi-political movement distinguish themselves from the reactionary Tribalism present in many parts of the world by emphasizing the necessity of establishing a global, or at least national, network of connected co-operating tribes, as opposed to the isolated, quarrelling groups of traditional tribal society. This anticipates the criticism by advocates of contemporary culture that tribal societies were almost invariably more violent and oppressive than modern ones.

Moderate tendency

Moderate neotribalists believe that a tribal social structure can co-exist with a modern technological infrastructure. This is sometimes referred to as Urban Tribalism. For example, under this scenario, people might reside in a large house or other building with a communal group of 12-20 individuals all abiding by a defined set of rules,

Columbia Law School professor Tim Wu: "Network neutrality is best defined as a network design principle. The idea is that a maximally useful public information network aspires to treat all content, sites, and platforms equally." According to Imprint Magazine, University of Michigan Law School professor Susan P. Crawford "believes that a neutral Internet must forward packets on a first-come, first served basis, without regard for quality-of-service considerations."

2. Limited discrimination without QoS tiering

United States lawmakers have introduced bills that would allow quality of service discrimination as long as no special fee is charged for higher-quality service.

3. Limited discrimination and tiering

This approach allows higher fees for QoS as long as there is no exclusivity in service contracts. According to Tim Berners-Lee: "If I pay to connect to the Net with a given quality of service, and you pay to connect to the

net with the same or higher quality of service, then you and I can communicate across the net, with that quality of service." "[We] each pay to connect to the Net, but no one can pay for exclusive access to me."

cultural rituals and intimate relationships, but otherwise leading modern lives, going to a job, driving a car, etc. In that it attempts to harmonize two seemingly contradictory cultures, namely modern existence and tribalism, the moderate tendency can be considered syncretic in a cultural or even political sense.

The Moderate orientation is associated with commentators such as Ethan Watters and a generally optimistic view on the possibility of a peaceful and non-disruptive transition to neo-Tribalism. Moderates interpret the 'environment' mentioned in the Evolutionary Principle to be mainly social.

Radical tendency

Radical neo-Tribalists such as John Zerzan believe that healthy tribal life can only thrive after technological civilization has either been destroyed or severely reduced in scope. Daniel Quinn, associated with the New tribalists, formulated the concept of "walking away": abandoning the owner/conqueror worldview of civilization--though not necessarily its geographical space--and making a living with others in tribal businesses. Others, such as The Tribe of Anthropik take a survivalist bent and believe that a collapse is inevitable no matter what is done or said and concentrate their efforts on surviving and forming tribal cultures in the aftermath.

Nicolas Bourbaki - is the collective pseudonym under which a group of (mainly French) 20th-century mathematicians wrote a series of books presenting an exposition of modern advanced mathematics, beginning in 1935. With the goal of founding all of mathematics on set theory, the group

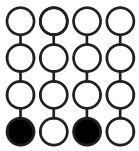
In general radical neotribalist groups tend to agree that the current population of humanity is unsustainable and thus a form of cultural change is fundamentally necessary, rather than simply desirable, and that the preferable, or perhaps inevitable form for society to take after this change is tribalism. The call for a revolution is intended to either accomplish or survive this change. Anarcho-Primitivism has been cited as an influence on or even a variant of radical neotribalism.

Radicals interpret the 'environment' of the Evolutionary

Principle to be mainly physical and economic.

Criticism

Critics have pointed out that membership in modern 'tribes' is voluntary and shallow, i.e. not based on deep cultural traditions and kinship ties. Therefore it is argued neotribalism is likely to be nothing more than a fad - if it even really exists outside the minds of certain pundits and weekend hobbyists.



Nonviolent Communication

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Nonviolent Communication (NVC) is a process developed by Marshall Rosenberg and others which people use to communicate with greater compassion and clarity. It focuses on two things: *honest self-expression* — exposing what matters to oneself in a way that's likely to inspire compassion in others, and *empathy* — listening with deep compassion. Formal NVC self-expression includes four elements: *observations* (distinguished from interpretations/ evaluations), *feelings* (emotions separate from thoughts), *needs* (deep motives) and *requests* (clear, present, doable and without demand).

Those who use nonviolent communication (also called "compassionate communication") describe all actions as motivated by an attempt to meet human needs. However, in meeting those needs, they seek to avoid the use of fear, guilt, shame, blame, coercion or threats. The ideal of NVC is to get one's own needs met while also meeting others' needs. A key principle of nonviolent communication that

strove for utmost rigour and generality, creating some new terminology and concepts along the way.

While Nicolas Bourbaki is an invented personage, the **Bourbaki group** is officially known as the *Association des collaborateurs de Nicolas Bourbaki* ("association of collaborators of Nicolas Bourbaki"), which has an office at the École Normale Supérieure in Paris. Bourbaki is a respected name now, but it was initially a clever prank played on the entire scientific establishment. For a few years, people thought that Nicolas Bourbaki existed and admired his talent, which was of course the combined talent of the group.

supports this is the capacity to express oneself without use of good/bad, right/wrong judgment, hence the emphasis on expressing feelings and needs, instead of criticisms or judgments.

node - a connection point, either a redistribution point or a communication endpoint. It can also refer to many different phenomena in different sciences such as a point in a network topology at which lines intersect or branch, or the behaviour of a linear autonomous system around a critical point.

Definition

Rosenberg gave the following definition of nonviolent communication at Lausanne, Switzerland, in September, 2003:

> "Language, thoughts, communication skills and means of influence that serve my desire to do three things:
>
> - to liberate myself from cultural learning that is in conflict with how I want to live my life.
> - to empower myself to connect with myself and others in a way that makes compassionate giving natural.
> - to empower myself to create structures that support compassionate giving."

Focuses

In NVC, priority is given to creating a high *quality of connection* between people, and to oneself. It is observed that without connection, effective communication cannot occur.

Maintaining a focus on *needs* is a central premise. Needs, as the term is used in NVC, are underlying motivations that are universal, in that we all experience the same needs, even if at different times and to different degrees. Thus, needs serve as a basis for understanding each other's motivations at a level at which it is easy to be sympathetic to those motivations. Needs are distinguished from *strategies*, which are specific plans to try to meet needs. If people interact only with an awareness of strategies, it is easy for people's strategies to come into conflict. Operating from an awareness of needs increases flexibility, insofar as there are typically many strategies that could lead to a given need being met. NVC practitioners also tend to find that it can be deeply satisfying to be aware of needs; perhaps

non-commercial - work that values other considerations above and beyond that of making a profit. It differs from a non-profit enterprise

this is because needs offer meaning.

Ultimately, the various processes and attitudes suggested by NVC are strategies designed to "serve life" — to increase the joy and well-being of all. Quality connections and a focus on meeting everyone's needs serve these ends.

Processes

The three core processes of NVC are self-empathy, empathy for another, and honest self-expression.

Honest self-expression

The self-expression process described in the model consists of four steps:

- To observe without evaluation, judgement, or analysis;
- To look for feelings behind words that are expressed;
- To look for unmet needs, connected to these feelings; evaluating which needs are not (yet) being met instead of evaluating actions in "right" and "wrong";
- Make a request how another person could enrich life. Essential in this is that the other person is to be left free to honour or decline the request.

In this recipe, offering an observation serves to give the listener a reference as to the subject. Offering a feeling (uncontaminated by interpretation and blame) tends to increase connection. Offering a need provides connection and meaning. Finally, a request offers clarity as to what the speaker wants.

It is observed that demands (for which there is only one "acceptable" response) do not meet the recipient's need for autonomy and tend to produce either submission or rebellion. Typically, neither of these responses is enjoyable for both parties. Both responses foster resentment and strain the relationship. In contrast, it is felt that the consistent use of requests (for which no answer will trigger retaliation of any kind) leads to people experiencing the joy of giving. People will often say "yes" to a request out

in that seeking a profit is a part of their business, just not the main part. A typical example is art that is being sold, but where the artist has strict rules about what they will and will not do. These rules significantly decrease profits (sometimes creating losses), but allow the artist to retain his artistic integrity.
So unlike a commerical enterprise, It uses non money taking aspects.

nonviolence - a philosophy and strategy for social change that rejects the use of physical violence. As such, nonviolence is an alternative to passive acceptance of

oppression and armed struggle against it. Practitioners of nonviolence may use diverse methods in their campaigns for social change, including critical forms of education and persuasion, civil disobedience and nonviolent direct action, and targeted communication via mass media. The term "nonviolence" is often linked with or even used as a synonym for pacifism; however, the two concepts are fundamentally different. Pacifism denotes the rejection of the use of violence as a personal decision on moral or spiritual grounds, but does not inherently imply any inclination toward change on a sociopolitical level. Nonviolence on the other hand, presupposes the intent of (but does not limit it to) social or political change as a reason for the rejection of violence.

of the desire to contribute to one another, which NVC practitioners maintain is a stronger and more universal motivation than is commonly recognized.

If a request yields a "no," the suggestion is to interpret that as information that a need exists that the requester was not aware of and may want to investigate. The need that originally motivated the request is more likely to be met through a strategy that respects all needs.

Empathy

Empathy, as practiced in NVC, is a somewhat subtle concept involving understanding the essential core of an individual's experience and a kindly "energy" of connection and "presence." The explicit empathy process offered by NVC is often itself referred to as "giving empathy." It is more accurately a procedure that supports the development of true empathy. This process involves guessing the feelings and needs of another (empathy for another), or sensing one's own feelings and needs (self-empathy). The empathy process for another may be conducted out loud, as an interaction with that person, or silently, as an inner approach to awareness of that person's experience.

Empathy brings about understanding of the needs of the one "receiving" empathy, and also relieves emotional charge. Emotional charge is often uncomfortable and is a barrier to being able to hear others clearly and respond in a flexible fashion. Thus, empathy may be used to relieve distress and increase understanding and readiness for hearing.

Formal vs. colloquial

When using NVC to communicate, one may use either formal or colloquial NVC. In formal NVC, one explicitly uses the steps of the processes for empathy and honest self-expression, and may overtly use words such as "feel" and "need." This may be well-received and effective, or may be experienced as odd and stilted. As an alternative, one may use colloquial or "street" NVC, in which the language is naturalized and may be considered NVC regardless of

form so long as it springs from an awareness of needs and an intention to connect.

Formal NVC is primarily used in teaching NVC and among NVC practitioners. Mastering formal NVC is recommended as a prerequisite to full effectiveness in speaking colloquial NVC.

Nonviolence

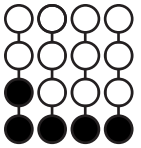
The name "nonviolent communication" refers to Mohandas Gandhi's philosophy of ahimsa or nonviolence. However, unlike Gandhi, Rosenberg endorses the use of protective force—the use of force to keep injury from occurring, so long as it is not punitive, i.e., force applied with the intention to punish or harm someone for a past deed. Rosenberg says the desire to punish and the use of punitive measures only exist in cultures that have moralistic good/evil worldviews. He points out that anthropologists have discovered cultures in many parts of the world in which the idea of someone being "bad" makes no sense. He says such cultures tend to be peaceful and do not rely on punitive force to correct maladaptive or harmful behaviors.

Programs

Rosenberg has used the concept of nonviolent communication in peace programs in conflict zones including Rwanda, Burundi, Nigeria, Malaysia, Indonesia, Sri Lanka, Colombia, the Middle East, Serbia, Croatia, and Ireland. The approach also has been used in projects of Restorative Justice; bringing prisoners, victims of crime, police and other interested parties together for healing and reconciliation. NVC is recognized by the government of Israel and several NVC training schools have been founded there. The theory has much in common with concepts used in mediation and conflict resolution and is used by some mediators in their work.

non-profit - A non-profit organization (abbreviated "NPO", also "not-for-profit") is a legally constituted organization whose objective is to support or engage in activities of public or private interest without any commercial or monetary profit. Whereas profit-making corporations exist under the premise of earning and distributing taxable business earnings to shareholders, the non-profit organization exists primarily to provide programs and services that are of benefit to others and might not be otherwise provided by local, state, or federal entities. While they are able to earn a profit, more accurately called a surplus, such earnings are retained by the organization for its future provision of programs and services, and are not owned by nor distributed to individuals or stakeholders. The exempt purposes set forth in section 501(c)(3) are charitable,

religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. The term charitable is used in its generally accepted legal sense and includes relief of the poor, the distressed, or the underprivileged; advancement of religion; advancement of education or science; erecting or maintaining public buildings, monuments, or works; lessening the burdens of government; lessening neighborhood tensions; eliminating prejudice and discrimination; defending human and civil rights secured by law; and combating community deterioration and juvenile delinquency. NPOs are often charities or service organizations; they may be organized as a not-for-profit corporation or as a trust, a cooperative, or they may be purely informal.
Sometimes they are also called foundations, or endowments that have large stock funds. A very similar organization called the supporting organization operates like a foundation, but: they are more complicated to administer, they are more tax favored, and the public



Noosphere

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In the thought of Vladimir Vernadsky and Teilhard de Chardin, the **noosphere** (sometimes spelled **nöosphere**) can be seen as the "sphere of human thought" being derived from the Greek ("nous") meaning "mind" + (*sfaira*) meaning "sphere", in the style of "atmosphere" and "biosphere". In the original theory of Vernadsky, the noosphere is the third in a succession of phases of development of the Earth, after the geosphere (inanimate matter) and the biosphere (biological life). Just as the emergence of life fundamentally transformed the geosphere, the emergence of human cognition fundamentally transforms the biosphere. In contrast to the conceptions of the Gaia theorists, or the promoters of cyberspace, Vernadsky's noosphere emerges at the point where humankind, through the mastery of nuclear processes, begins to create resources through the transmutation of elements.

For Teilhard, the noosphere is best described as a sort of 'collective consciousness' of human-beings. It emerges from the interaction of human minds. The noosphere has grown in step with the organization of the human mass in relation to itself as it populates the earth. As mankind organizes itself in more complex social networks, the higher the noosphere will grow in awareness. This is an extension of Teilhard's Law of Complexity/Consciousness, the law describing the nature of evolution in the universe. Pierre Teilhard de Chardin, added that the noosphere is growing towards an even greater integration and unification, culminating in the Omega Point—which he saw as the goal of history.

The noosphere concept of 'unification' was elaborated in popular science fiction by Julian May in the Galactic

Milieu Series. It is also the reason Teilhard is often called the patron saint of the Internet.

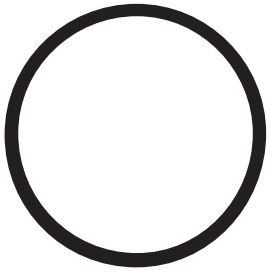
charities that receive grants from them must have a specially determined relationship.
Foundations give out grants to other NPOs, or fellowships and direct grants to participants. However, the name foundations may be used by any not-for-profit corporation — even volunteer organizations or grass roots groups.
Applying Germanic or Nordic law (e.g. Germany, Sweden, Finland), NPOs typically are voluntary associations, although some have a corporate structure (e.g. housing cooperatives). Usually a voluntary association is founded upon the principle of one-person-one-vote.

History of concept

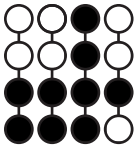
One of the original aspects of the noosphere concept deals with evolution. Henri Bergson (1907) was one of the first to propose that evolution is 'creative' and cannot necessarily be explained solely by Darwinian natural selection. *L'évolution créatrice* is upheld, according to Bergson, by a constant vital force that animates life and fundamentally connects mind and body, an idea opposing the dualism of René Descartes. In 1923, C. Lloyd Morgan took this work further, elaborating on an 'emergent evolution' that could explain increasing complexity (including the evolution of mind). Morgan found that many of the most interesting changes in living things have been largely discontinuous with past evolution, and therefore did not necessarily take place through a gradual process of natural selection. Rather, evolution experiences jumps in complexity (such as the emergence of a self-reflective universe, or noosphere). Finally, the complexification of human cultures, particularly language, facilitated a quickening of evolution in which cultural evolution occurs more rapidly than biological evolution. Recent understanding of human ecosystems and of human impact on the biosphere have led to a link between the notion of sustainability with the "co-evolution" and harmonization of cultural and biological evolution.

The resulting political system has been referred to as a noocracy.

American integral theorist Ken Wilber deals with this third evolution of the noosphere. In his work, *Sex, Ecology, Spirituality* (1995), he builds many of his arguments on the emergence of the noosphere and the continued emergence of further evolutionary structures.



One Second Film



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The *1 Second Film* non-profit collaborative art film that combines social-networking with collaborative art to empower many small contributions to make a difference. Anyone in the world can help produce the film by donating as little as $1. The producers of *The 1 Second Film* range from celebrities to great-grandmothers.

The "1 Second" of *The 1 Second Film* refers to one-second of animation (made of 12 large paintings), which is followed by 90 minutes of producer credits that also include a feature-length documentary. The entire film will be printed on 70mm film, making it the "World's Biggest Shortest Film".

All profits raised by the finished film will be donated to the Global Fund for Women, a grant-making organization helping to advance women's human rights around the world.

The 1 Second Film is a production of The Collaboration Foundation. It is the start of a 5 Phase Plan to bring the world together, one second at a time, using collaborative art to address critical social issues.

Production

The title derives from the fact that the actual content of the film is just one second long, created by animating 12 large frames (9 ft x 5 ft collaborative paintings). The frames were painted by hundreds of people during a multi-disciplinary event on March 8, 2001 (International Women's Day). Each frame/mural had an art director that engaged the audience as participants; color design for the frames of animation was selected by Jules Engel. Each of

ontology - (from the Greek: science, study, theory) is the philosophical study of the nature of being, existence or reality in general, as well as of the basic categories of being and their relations. Traditionally listed as a part of the major branch of philosophy known as metaphysics, ontology deals with questions concerning what entities exist or can be said to exist, and how such entities can be grouped, related within a hierarchy, and subdivided according to similarities and differences.

In computer science and information science, an ontology is a formal representation of a set of concepts within a domain and the relationships between those concepts. It is used to reason about the properties of that domain, and may be used to define the domain.

the 12 paintings is filmed twice (on 70 mm film) to create the 24 frames in one second of film.

The one second of animation will be immediately followed by 90 minutes of producer credits which will play alongside a 'making of' documentary.

Micro-collaboration

The film is financed entirely by donations. Virtually any individual in the world can purchase a production credit on the film for a minimum of US$1.00 (with no maximum). Depending on the amount of money donated the contributor is given credit either as Associate Producer (US$1–9.99), Producer (US$10–99.99), or Executive Producer (US$100 and up). Every producer also receives a Producer Profile on *The 1 Second Film*'s social networking website.

The film is built around 'micro-collaboration' — lots of people that work together in many small ways. Whether it's helping to paint one-frame of the animation, donating $1 to help finance the film, submitting content for the 'making-of' documentary, or telling a friend about the project, the creators of *The 1 Second Film* believe that every little bit helps make a difference. Collectively, thousands of small contributions are helping to create a film that is much larger than one individual could create alone.

Project history

The 1 Second Film began as a student project by Nirvan Mullick while at California Institute of the Arts. To raise money for the film, the director began selling producer credits on the streets of Hollywood for $1 or more. After getting several celebrities to donate, and a petition drive along with the help of Stephen Colbert, he was able to get the credits listed on the Internet Movie Database.

(Example of an ontology visualized)

In information theory, an ontology is a "formal, explicit specification of a shared conceptualisation". An ontology provides a shared vocabulary, which can be used to model a domain — that is, the type of objects and/or concepts that exist, and their properties and relations.
Ontologies are used in artificial intelligence, the Semantic Web, software engineering, biomedical informatics, library science, and information architecture as a form of knowledge representation about the world or some part of it.

Open access

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open access publishing - the publication of material in such a way that it is available to all potential users without financial or other barriers. An open access publisher is a publisher producing such material. Many types of material can be published in this manner: scholarly journals, known specifically as open access journals, magazines and newsletters, e-text or other e-books (whether scholarly, literary, or recreational), music, fine arts, or any product of intellectual activity. In this context, non-open access distribution is called "toll access" or "subscription access".

Open access can be provided by traditionally-organized publishers, or under other arrangements. With respect to scholarly material, some distribution is carried out by locally organized and subsidized publishers; an example is the production of Annals of Mathematics, produced and supported by the Princeton University Department of Mathematics and the Institute for Advanced Study.

(**OA**) is free, immediate, permanent, full-text, online access, for any user, web-wide, to digital scientific and scholarly material, primarily research articles published in peer-reviewed journals. OA means that any individual user, anywhere, who has access to the Internet, may link, read, download, store, print-off, use, and data-mine the digital content of that article. An OA article usually has limited copyright and licensing restrictions.

The first major international statement on open access was the *Budapest Open Access Initiative* in February 2002 . This provided a definition of open access, and has a growing list of signatories . Two further statements followed: the Bethesda Statement on Open Access Publishing in June 2003 and the *Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities* in October 2003.

OA has since become the subject of much discussion amongst researchers, academics, librarians, university administrators, funding agencies, government officials, commercial publishers, and society publishers. Although there is substantial (though not universal) agreement on the concept of OA itself, there is considerable debate and discussion about the economics of funding peer review in open access publishing, and the reliability and economic effects of self-archiving.

There are about 20-25,000 peer-reviewed journals in all across all disciplines, countries and languages. About 10 - 15% of them are OA journals, as indexed by the Directory of Open Access Journals (gold OA). Of the more than 10,000 peer-reviewed non-OA journals indexed in the Romeo directory of publisher policies (which

includes most of the journals indexed by Thomson/ISI), over 90% endorse some form of author self-archiving (green OA): 62% endorse self-archiving the author's final peer-reviewed draft or "postprint," 29% the pre-refereeing "preprint."

Authors and researchers

The main reason authors make their articles openly accessible is to maximize their research impact. A study in 2001 first reported an Open Access citation impact advantage , and a growing number of studies have confirmed, with varying degrees of methodological rigor, that an open access article is more likely to be used and cited than one behind subscription barriers. For example, a 2006 study in *PLoS Biology* found that articles published as immediate open access in the *PNAS* were three times more likely to be cited than non-open access papers, and were also cited more than *PNAS* articles that were only self-archived .

Scholars are paid by research funders and/or their universities to do research; the published article is the report of the work they have done, rather than an item for commercial gain. The more the article is used, cited, applied and built upon, the better for research as well as for the researcher's career.

Authors who wish to make their work openly accessible have two options. One is to publish in an open access journal. An open access journal may or may not charge a processing fee; open access publishing does not necessarily mean that the author has to pay. Traditionally, many academic journals levied page charges, long before open access became a possibility. When OA journals do charge processing fees, it is the author's employer or research funder who typically pays the fee, not the individual author, and many journals will waive the fee in cases of financial hardship, or for authors in less-developed countries.

The other option is author self-archiving. To find out if a publisher or journal has given its green light to author self-archiving, the author can check the Publisher Copyright Policies and Self-Archiving list on the SHERPA RoMEO

Other publishing platforms include twidox which is a free, user generated online library of 'quality' documents that allows individuals and organisations to easily publish, share and search for them.

More normally it is a specialized publisher. Some open access publishers publish only open access material, such as PLoS; some publish open access journals as well as subscription-based material, such as BioMed Central (BMC).

The term has also been used in a wider sense to include publishers of Hybrid open access journals, which provide open access only for some articles, those for which payment is made on behalf of the author.

It can similarly be used for publishers of Delayed open access journals, in which the articles are open access only after a period of embargo.

Even more loosely, the term is also used to describe publishers that permit or encourage self-archiving by authors and institutions.

web site. To find out by journal, the author can check the EPrints Romeo site , which is built on an interpretation of the SHERPA/RoMEO dataset. There is a self-archiving FAQ. A wiki designed to help faculty understand and start doing self-archiving has also been set up by Ari Friedman. Extensive details and links can also be found in the Open Access Archivangelism blog and the Eprints Open Access site.

openEEG project - a project designed around the goal of creating a low cost EEG device and free software to go with it. This is an open-design project where people share and collaborate on their plans of how to make one of these devices. http://openeeg.sourceforge.net/

The idea of open content is related to open access. However, open content is usually defined to include the general permission to *modify* a given work. Open access refers only to free and unrestricted availability without any further implications. In scientific publishing it is usual to keep an article's content static and to associate it with a fixed author.

While open access is currently focused on scholarly research articles, any content creator who wishes to can share work openly, and decide how to make their content available. Creative Commons provides a number of licenses with which authors may easily indicate which uses are allowed.

Users

open publication license - a license open publications created by the Open Content Project. The author now recommends using one of the Creative Commons licenses.
While the Open Publication License replaced the Open Content License, the two licenses differ substantially. The Open Publication License is not a copyleft license while the Open Content License is and the Open Publication License can optionally restrict the dis-

For the most part, the direct users of research articles are other researchers. Open access helps researchers as readers by opening up access to articles that their libraries do not subscribe to. One of the great beneficiaries of open access may be users in developing countries, where there are currently some universities with no journal subscriptions at all - although schemes exist for providing subscription-only scientific publications to those affiliated to institutions in developing countries at little or no cost. . All researchers benefit from OA as no library can afford to subscribe to every scientific journal and most can only afford a small fraction of them, this is known as the serials crisis".

Open access extends the reach of research beyond its immediate academic circle. An OA article can be read by anyone - a professionalin the field, a researcher in another field, a journalist, a politician or civil servant, or

an interested hobbyist. Indeed, a 2008 study revealed that mental health professionals are roughly twice as likely to read a relevant article if it is freely available.

For anyone interested in exploring the world of scholarly research, a good place to start is the Directory of Open Access Journals, although the DOAJ is incomplete, due to the processing time for verifying journal quality and open access policies. Here, you can browse a number of peer-reviewed, fully open access scientific journals, or search for articles in many of the journals. Open J-Gate is another index of articles published in English language OA journals, which launched in 2006. Out of 4,300 + journals indexed by Open J-Gate, more than half, over 2,000 are peer-reviewed. Open access articles can also often be found with a web search, using any general search engine or those specialized for the scholarly/scientific literature, such as OAIster, citebase, citeseer, scirus, ScientificCommons.org, and Google Scholar. Results may include preprints that have not yet been peer reviewed, or gray literature that will remain unreviewed.

Public and advocacy

Open access to scholarly research is important to the public for a number of reasons. One of the arguments for public access to the scholarly literature is that most of it is paid for by taxpayers, who have a right to access the results of what they have funded. This is the reason for the creation of advocacy groups such as The Alliance for Taxpayer Access in the US. For example, people might wish to read the scholarly literature when they or a family member have an illness. Many people also have serious hobbies; e.g. there are so many serious amateur astronomers in the world, that if a comet were on a collision course with the earth, it would probably be one of these amateurs who would find it and raise the alert.

Even those who do not read scholarly articles benefit indirectly from open access. For example, patients benefit when their doctor and other health care professionals have access to the latest research. As argued by open access advocates, open access speeds research progress,

tribution of derivative works or to restrict the commercial distribution of paper copies of the work or derivatives of the work.
O'Reilly Media published the first complete and commercially distributed book published under the Open Publication License in 1999.

open research - research conducted in the spirit of free and open source software. If the research is scientific in nature it is frequently referred to as open science; open research can also include social sciences and the humanities.
Much like open source schemes are built around a source code that is

made public, the central theme of open research is to make clear accounts of the methodology, along with data and results extracted therefrom, freely available via the internet. This permits a massively distributed collaboration.

Most open research is conducted in existing research groups. Primary research data are posted which can be added to/ interpreted by anybody who has the necessary expertise and who can therefore join the collaborative effort. Thus the 'end product' of the project arises from many contributions rather than the effort of one group. Open research is therefore distinct from open access in that the output of open research is mutable. Issues of copyright are dealt with by either standard copyright or by releasing the content under licenses such as the Creative Commons Licence or one of the GNU General Public Licenses.

productivity, and knowledge translation . Every researcher in the world can read an article, not just those whose library can afford to subscribe to the particular journal in which it appears. Faster discoveries benefit everyone. High school and junior college students can gain the information literacy skills critical for the knowledge age. Critics of the various open access initiatives point out that there is little evidence that a significant amount of scientific literature is currently unavailable to those who would benefit from it. While no library has subscriptions to every journal that might be of benefit, virtually all published research can be acquired via interlibrary loan.

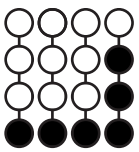
These new possibilities emerged at a time when the traditional, print-based scholarly journals system was in a crisis. The number of journals and articles produced has been increasing at a steady rate; however the average cost per journal has been rising at a rate far above inflation for decades, and budgets at academic libraries have remained fairly static. The result was decreased access - ironically, just when technology has made almost unlimited access a very real possibility, for the first time. Libraries and librarians have played an important part in the open access movement, initially by alerting faculty and administrators to the serials crisis. The Association of Research Libraries developed the *Scholarly Publishing and Academic Resources Coalition* (SPARC), in 1997, an alliance of academic and research libraries and other organizations, to address the crisis and develop and promote alternatives, such as open access.

The first online-only, free-access journals (eventually to be called "open access journals") began appearing in the late 1980s. Among them was *Bryn Mawr Classical Review*, *Postmodern Culture* and *Psycoloquy*.

The first free scientific online archive was arXiv.org, started in 1991, initially a preprint service for physicists, initiated by Paul Ginsparg. Self-archiving has become the norm in physics, with some sub-areas of physics, such as high-energy physics, having a 100% self-archiving rate. The prior existence of a "preprint culture" in high-energy physics is one major reason why arXiv has been

successful. arXiv now includes papers from related disciplines, such as computer science and mathematics, but computer scientists mostly self-archive on their own websites and have been doing so for even longer than physicists. (Citeseer is a computer science archive that harvests, Google-style, from distributed computer science websites and institutional repositories and contains almost twice as many papers as arxiv.) arXiv now includes postprints as well as preprints. The two major physics publishers (American Physical Society andInstitute of Physics Publishing have reported that arXiv has had no effect on journal subscriptions in physics; even though the articles are freely available, usually before publication, physicists value their journals and continue to support them.)

The inventors of the Internet and the Web -- computer scientists -- had been self-archiving on their own FTP sites and then their websites since even earlier than the physicists, as was revealed when Citeseer began harvesting their papers in the late 1990s. The 1994 "Subversive Proposal" was to extend self-archiving to all other disciplines; from it arose CogPrints (1997) and eventually the OAI-compliant generic GNU Eprints.org software in 2000.



Open design

CO REMIX DEC USER

Open design is the application of open source methods to the creation of physical products, machines and systems.

Sources of the open design movement

The principles of open design are derived from the Free Software and Open Source movements. In 1997 Eric S.

online and offline - have specific meanings with respect to computer technology and telecommunication. The concepts have however been extended from their computing and telecommunication meanings into the area of human interaction and conversation, such that even offline can be used in contrast to the common usage of online (e.g., "I bought that shirt offline"). Online and offline distinctions have been generalized from computing and telecommunication into the field of human interpersonal relationships. The distinction between what is considered online and what is considered offline has become a subject of study in the field of sociology.
The distinction between online and offline is conventionally seen as the distinction between computer-mediated communication and face-to-face communication (e.g. face

Raymond, Tim O'Reilly and Larry Augustin established "Open Source" as an alternative expression to "Free Software," and in 1997 Bruce Perens published the Open Source Definition. In late 1998, Dr. Sepehr Kiani (a PhD in mechanical engineering from MIT) realized that designers could benefit from Open Source policies, and in early 1999 he convinced Dr. Ryan Vallance and Dr. Samir Nayfeh of the potential benefits of open design in machine design applications. . Together they established the Open Design Foundation (ODF) as a non-profit corporation, and set out to develop an Open Design Definition. .

The idea of open design was taken up, either simultaneously or subsequently, by several other groups and individuals. The principles of open design are closely similar to those of Open source hardware design, which emerged in March 1998 when Reinoud Lamberts of the University of Delft proposed on his "Open Design Circuits" website the creation of a hardware design community in the spirit of free software.

Current directions of the open design movement

The open design movement currently unites two trends. On the one hand, people apply their skills and time to projects for the common good, perhaps where funding or commercial interest is lacking, for developing countries or to help to spread ecological or cheaper technologies. At the other end of the scale, open design may provide a framework for developing very advanced projects and technologies that might be beyond the resource of any one company or country and involve people who, without the copyleft mechanism, might not otherwise collaborate.

Open machine design as compared to open-source software

The "open design" movement is currently fairly nascent but holds great potential for the future. In some respects design and engineering are even more suited to open collaborative development than the increasing common open-source software projects, because with 3D models

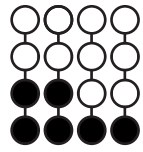
time), respectively. Online is virtuality or cyberspace, and offline is reality (i.e., Real life or meatspace). Slater states that this distinction is "obviously far too simple". To support his argument that the distinctions in relationships are more complex than a simple online/offline dichotomy, he observes that some people draw no distinction between an on-line relationship, such as indulging in cybersex, and an offline relationship, such as being penpals. He also argues that even the telephone can be regarded as an online experience in some circumstances, and that the blurring of the distinctions between the uses of various technologies (such as PDA and mobile telephone, television and Internet, and telephone and voice-over-IP) has made it "impossible to use the term on-line meaningfully in the sense that was employed by the first generation of Internet research".

Slater asserts that there are legal and regulatory pressures to reduce the distinction between online and offline, with a "general tendency to assimilate online to offline and erase the distinction," stressing, however,

and photographs the concept can often be understood visually. It is not even necessary that the project members speak the same languages to usefully collaborate.

However there are certain barriers to overcome for open design when compared to software development where there are mature and widely used tools available and the duplication and distribution of code cost next to nothing. Creating, testing and modifying physical designs is not quite so straightforward because of the effort, time and cost required to create the physical artefact; although with access to emerging flexible computer-controlled manufacturing techniques the complexity and effort of construction can be significantly reduced (see tools mentioned in the fab lab article).

that this does not mean that online relationships are being reduced to pre-existing offline relationships. He conjectures that greater legal status may be assigned to online relationships (pointing out that contractual relationships, such as business transactions, online are already seen as just as "real" as their offline counterparts), although he states it to be hard to imagine courts awarding palimony to people who have had a purely online sexual relationship. He also conjectures that an online/offline distinction may be seen by people as "rather quaint and not quite comprehensible" within 10 years.



The Open Directory Project

OSP AG USER

The Open Directory Project (ODP), also known as dmoz (from *directory.mozilla.org*, its original domain name), is a multilingual open content directory of World Wide Web links owned by Netscape that is constructed and maintained by a community of volunteer editors.

ODP uses a hierarchical ontology scheme for organizing site listings. Listings on a similar topic are grouped into categories, which can then include smaller categories.

Project information

ODP was founded as **Gnuhoo** by Rich Skrenta and Bob Truel in 1998. At the time, Skrenta and Truel were working as engineers for Sun Microsystems. Chris Tolles, who worked at Sun Microsystems as the head of marketing

open door housing - is a term for places where people are free to come in and stay overnight. E.g. some mosques in the Middle East allow people to come and sleep overnight for free.

for network security products, also signed on in 1998 as a co-founder of Gnuhoo along with co-founders Bryn Dole and Jeremy Wenokur. Skrenta was already well known for his role in developing TASS, an ancestor of tin, the popular threaded Usenet newsreader for Unix systems. Coincidentally, the original category structure of the Gnuhoo directory was based loosely on the structure of Usenet newsgroups then in existence.

The Gnuhoo directory went live on June 5, 1998. After a Slashdot article suggested that Gnuhoo had nothing in common with the spirit of free software, for which the GNU project was known, Richard Stallman and the Free Software Foundation objected to the use of Gnu. So Gnuhoo was changed to **NewHoo**. Yahoo then objected to the use of "Hoo" in the name, prompting them to switch the name again. **ZURL** was the likely choice. However, before the switch to ZURL, NewHoo was acquired by Netscape Communications Corporation in October of 1998 and became the **Open Directory Project**. Netscape released the ODP data under the Open Directory License. Netscape was acquired by AOL shortly thereafter, and ODP was one of the assets included in the acquisition. AOL later merged with Time-Warner.

By the time Netscape assumed stewardship, the Open Directory Project had about 100,000 URLs indexed with contributions from about 4500 editors. On October 5, 1999, the number of URLs indexed by ODP reached one million. According to an unofficial estimate, the number of URLs in the Open Directory surpassed the number of URLs in the Yahoo! Directory in April 2000 with about 1.6 million URLs. ODP achieved the milestones of indexing two million URLs on August 14, 2000, three million listings on November 18, 2001 and four million on December 3, 2003.

From January 2006 the Open Directory began to publish online reports to inform the public about the development of the project. The first report covered the year 2005. Monthly reports have been issued subsequently.

open innovation - a concept is related to (but distinct from) user innovation, cumulative innovation and distributed innovation.
The central idea behind open innovation is that in a world of widely distributed knowledge, companies cannot afford to rely entirely on their

These reports give greater insight into the functioning of the directory than the simplified statistics given on the front page of the directory. The number of listings and categories cited on the front page include "Test" and "Bookmarks" categories, but these are not included in the RDF dump offered to users. The total number of editors who have contributed to the directory as of March 31, 2007 was 75,151. The number of active editors at any instant is much lower; for example, there were 7407 active editors during August 2006.

Competing and spinoff projects

ODP inspired the formation of two other major web directories edited by volunteers and sponsored by public companies Go.com and Zeal, both now defunct. These directories did not license their content for open content distribution, which may have contributed to their demise; open content licensing contributed to ODP's success in a fiercely competitive market.

The concept of using a large-scale community of editors to compile online content has been successfully applied to other types of projects. ODP's editing model directly inspired three other open content volunteer projects: an open content restaurant directory known as ChefMoz , an open content music directory known as MusicMoz, and an encyclopedia known as Open Site.

Content

Gnuhoo borrowed the basic outline for its initial ontology from Usenet. In 1998, Rich Skrenta said, "I took a long list of groups and hand-edited them into a hierarchy." For example, the topic covered by the comp.ai.alife newsgroup was represented by the category Computers/AI/Artificial_Life. The original divisions were for *Adult*, *Arts*, *Business*, *Computers*, *Games*, *Health*, *Home*, *News*, *Recreation*, *Reference*, *Regional*, *Science*, *Shopping*, *Society*, and *Sports*. While these fifteen *top-level* categories have remained intact, the ontology of second- and lower-level categories has undergone a gradual evolution; significant

own research, but should instead buy or license processes or inventions (e.g. patents) from other companies. In addition, internal inventions not being used in a firm's business should be taken outside the company (e.g., through licensing, joint ventures, spin-offs). In contrast, closed innovation refers to processes that limit the use of internal knowledge within a company and make little or no use of external knowledge.

open source politics - or Politics 2.0, is the idea that social networking and e-participation technologies will revolutionize our ability to follow, support,

and influence political campaigns. Netroots evangelists and web consultants predict a wave of popular democracy as fundraisers meet on MySpace, YouTubers crank out attack ads, bloggers do opposition research, and cell-phone-activated flash mobs hold miniconventions in Second Life.

changes are initiated by discussion among editors, and then implemented when consensus has been reached.

In July 1998, the directory became multilingual with the addition of the *World* top-level category. The remainder of the directory lists only English language sites. By May 2005, seventy-five languages were represented. The growth rate of the non-English components of the directory has been greater than the English component since 2002. While the English component of the directory held almost 75% of the sites in 2003, the *World* level grew to over 1.5 million sites as of May 2005, forming roughly one-third of the directory. The ontology in non-English categories generally mirrors that of the English directory, although exceptions which reflect language differences are quite common.

Several of the top-level categories have unique characteristics. The *Adult* category is not present on the directory homepage, but it is fully available in the RDF dump that ODP provides. While the bulk of the directory is categorized primarily by topic, the Regional category is categorized primarily by region. This has led many to view ODP as two parallel directories: *Regional* and *Topical*.

Maintenance

Directory listings are maintained by editors. While some editors focus on the addition of new listings, others focus on maintaining the existing listings. This includes tasks such as the editing of individual listings to correct spelling and/or grammatical errors, as well as monitoring the status of linked sites. Still others go through site submissions to remove spam and duplicate submissions.

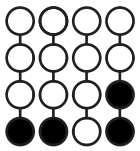
open standard - a standard that is publicly available and has various rights to use associated with it. The terms "open" and "standard" have a wide range of meanings associated with their usage. The term "open" is usually restricted to royalty-free technologies while the term "standard" is some-

Robozilla is a Web crawler written to check the status of all sites listed in ODP. Periodically, Robozilla will flag sites which appear to have moved or disappeared, and editors follow up to check the sites and take action. This process is critical for the directory in striving to achieve one of its founding goals: to reduce the link rot in web directories.

License and requirements

ODP data is made available for open content distribution under the terms of the Open Directory License, which requires a specific ODP attribution table on every Web page that uses the data.

The Open Directory License also includes a requirement that users of the data continually check the ODP site for updates and discontinue use and distribution of the data or works derived from the data once an update occurs. This restriction prompted the Free Software Foundation to refer to the Open Directory License as a non-free documentation license, citing the right to redistribute a given version not being permanent, and the requirement to check for changes to the license.



Open educational resources

AG REMIX PLAT

Open educational resources (OER) are an Internet empowered worldwide community effort to create an education commons.

The term "open educational resources" was first adopted at UNESCO's 2002 Forum on the Impact of Open Courseware for Higher Education in Developing Countries funded by the William and Flora Hewlett Foundation. Open educational resources are educational materials and resources offered freely and openly for anyone to use and under some licenses to re-mix, improve and redistribute. Open educational resources include:

- *Learning content:* full courses, course materials, content modules, learning objects, collections, and journals.
- *Tools:* Software to support the creation, delivery,

times restricted to technologies approved by formalized committees that are open to participation by all interested parties and operate on a consensus basis.

open source governance ~ a political philosophy which advocates the application of the philosophies of the open source and open content movements to democratic principles in order to enable any interested citizen to add to the creation of policy, as with a wiki document. Legislation is democratically opened to the general citizenry in this way, allowing policy development to benefit from the collected wisdom of the people as a whole.
Some envision this form of governance as a post-national "virtual state"

use and improvement of open learning content including searching and organization of content, content and learning management systems, content development tools, and on-line learning communities.

- *Implementation resources:* Intellectual property licenses to promote open publishing of materials, design-principles, and localization of content.

History

In June 2007, educators at the iCommons iSummit in Dubrovnik joined the open movement worldwide to showcase emerging open education initiatives and to explore ways to better create, share and evolve open educational materials.

In September 2006, the Third Annual Open Education Conference (Community, Culture and Content) was held in Logan, Utah. The last conference was held on September 24-27, 2007 in Logan, Utah.

From 24 October to 2 December 2005 the UNESCO on-line Forum Open course content for higher education took place.

OER and open source

Since 2005 there has been a marked increase in the Open Educational Resource (OER) movement and in Open Educational Licenses (like Creative Commons). Many of the projects on OER were funded by the William and Flora Hewlett Foundation, and partly also by the Shuttleworth Foundation that focuses on projects concerning collaborative content creation. There has been a strong international debate on how to apply OER in practice and the UNESCO chaired a vivid discussion on this through its International Institute of Educational Planning (IIEP).

By the second half of 2006 it also became clear to some of the forerunners that OER and Free/Libre Open Source Software (FLOSS) do somehow belong together. As a result, the discussion groups of IIEP on OER and FLOSS

governing structure, where policy-setting is decoupled from territorial management. Some models are significantly more sophisticated than a wiki, incorporating levels of control or scoring to mediate disputes. In any event, the idea demonstrates the still untapped potential of how open source philosophies can merge with government.

A typical core principle is the concept of a "central codebase" in the form of a set of policies that are maintained in a public registry and that are infinitely reproducible. "Distributions" of this policy-base are released (periodically or dynamically) for use in localities, which can apply "patches" to customize them for their own use. Localities are also able to cease subscribing to the central policy-base and "fork" it or adopt someone else's policy-base. In effect, the government stems from emergent cooperation and self-correction among members of a community. As the policies are put into practice in a number of localities, problems and issues are identified and solved, and where appropriate communicated back to the core.

were merged and forces were further joined through mergers with a related OECD campaign.

What has still not become clear by now to most actors in the OER domain is that there are further links between the OER and the Free / Libre Open Source Software (FLOSS) movements, beyond the principles of "FREE" and "OPEN". The FLOSS model stands for more than this and, like e.g. Wikipedia, shows how users can become active "resource" creators and how those resources can be re-used and freely maintained. In OER on the other hand a focus is still on the traditional way of resource creation and role distributions.

FLOSS communities are today known for producing good quality software using a different development approach than proprietary software producer. FLOSS is built by a community of volunteers and might be backed by companies that generate their revenues by providing services related to the software. In more recent years FLOSS communities also gained attention for their community production and support models and regarding their way of knowledge creation and learning. FLOSS communities possess many characteristics that educational settings seek to apply such as:

- Open and inclusive ethos: everyone can participate, no charges, no deadlines, life long participation
- Up to date content; everyone can add, edit and update the content
- Materials are usually the product of many authors with many contributions from people other than authors
- Frequent releases and updates where product features and community structures are the result of a continuous re-negotiation / reflection process within a continuous development cycle
- Prior learning outcomes and processes are systematically available through mailing lists, forums, commented code and further instructional materials (re-use)
- A large support network; provided voluntarily by

Because so much information must be gathered for the overall decision-making process to succeed, however, technology may provide important forces leading to the type of empowerment needed for participation in this kind of government, especially those technological tools that enable community narratives and correspond to the accretion of knowledge.

open source hardware ~ refers to computer and electronic hardware that is designed in the same fashion as free and open-source software. Open source hardware is part of the open source culture that

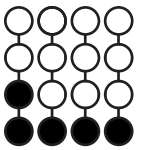
takes the open source ideas to fields other than software. An example of this is the Simputer project. Some of the impetus for the development of open source hardware was initiated in 2002 through the Challenge to Silicon Valley issued by Kofi Annan. Because the nature of hardware is different than software, and because the concept of open source hardware is relatively new, no exact definition of open source hardware has emerged.

Because hardware has direct variable costs associated with it, no open source software definition can directly be applied without modification. Instead, the term open source hardware has primarily been used to reflect the use of free/open source software with the hardware and the free release of information regarding the hardware, often including the release of schematics, design, sizes and other information about the hardware. The freely released information includes the hardware design and element distribution on the motherboard (i.e. a notebook where one can replace elements.)

With the rise of reconfigurable logic devices, the sharing of

the community member in a collaborative manner nearly 24/7
- Free Riders (lurker) welcome paradox – the more the better
- New ICT solutions are adapted early by the community

Educational settings might be partly aware that FLOSS-like principles can benefit education, but there has been no structured and systematically approach on mapping and transferring them, or to develop new educational models and scenarios around them. The European Union funded FLOSSCom project is likely to be the first attempt to map the open source landscape from an educational point of view, but further research and work still remains to be done.



Open source

OSP CO USER REMIX DEC PLAT SHAR

Open source is a development methodology, which offers practical accessibility to a product's source (goods and knowledge). Some consider open source as one of various possible design approaches, while others consider it a critical strategic element of their operations. Before *open source* became widely adopted, developers and producers used a variety of phrases to describe the concept; the term *open source* gained popularity with the rise of the Internet, which provided access to diverse production models, communication paths, and interactive communities.

The open source model of operation and decision making allows concurrent input of different agendas, approaches and priorities, and differs from the more closed, centralized models of development.The principles and practices are commonly applied to the development of source code for

software that is made available for public collaboration, and it is usually released as open-source software.

Society and culture

Open source culture is the creative practice of appropriation and free sharing of found and created content. Examples include collage, found footage film, music, and appropriation art. Open source culture is one in which fixations, works entitled to copyright protection, are made generally available. Participants in the culture can modify those products and redistribute them back into the community or other organizations.

The rise of open-source culture in the 20th century resulted from a growing tension between creative practices that involve appropriation, and therefore require access to content that is often copyrighted, and increasingly restrictive intellectual property laws and policies governing access to copyrighted content. The two main ways in which intellectual property laws became more restrictive in the 20th century were extensions to the term of copyright (particularly in the United States) and penalties, such as those articulated in the Digital Millennium Copyright Act (DMCA), placed on attempts to circumvent anti-piracy technologies.

Although artistic appropriation is often permitted under fair use doctrines, the complexity and ambiguity of these doctrines creates an atmosphere of uncertainty among cultural practitioners. Also, the protective actions of copyright owners create what some call a "chilling effect" among cultural practitioners.

In the late 20th century, cultural practitioners began to adopt the intellectual property licensing techniques of free software and open-source software to make their work more freely available to others, including the Creative Commons.

The idea of an "open source" culture runs parallel to "Free Culture," but is substantively different. *Free culture*

logic designs is also a form of open source hardware. Instead of sharing the schematics, HDL code is shared. This is different from free/open source software. HDL descriptions are commonly used to set up SoC systems either in FPGAs or directly in ASIC designs. HDL modules, when distributed, are called semiconductor intellectual property cores, or IP cores.

open source religion - an attempt to employ open source methodologies in the creation of religious belief systems. As such, their systems of beliefs are created through a continuous process of

is a term derived from the free software movement, and in contrast to that vision of culture, proponents of OSC maintain that some intellectual property law needs to exist to protect cultural producers. Yet they propose a more nuanced position than corporations have traditionally sought. Instead of seeing intellectual property law as an expression of instrumental rules intended to uphold either natural rights or desirable outcomes, an argument for OSC takes into account diverse goods (as in "the Good life") and ends.

One way of achieving the goal of making the fixations of cultural work generally available is to maximally utilize technology and digital media. As predicted by Moore's law, the cost of digital media and storage plummeted in the late 20th Century. Consequently, the marginal cost of digitally duplicating anything capable of being transmitted via digital media dropped to near zero. Combined with an explosive growth in personal computer and technology ownership, the result is an increase in general population's access to digital media. This phenomenon facilitated growth in open source culture because it allowed for rapid and inexpensive duplication and distribution of culture. Where the access to the majority of culture produced prior to the advent of digital media was limited by other constraints of proprietary and potentially "open" mediums, digital media is the latest technology with the potential to increase access to cultural products. Artists and users who choose to distribute their work digitally face none of the physical limitations that traditional cultural producers have been typically faced with. Accordingly, the audience of an open source culture faces little physical cost in acquiring digital media.

Open source culture precedes Richard Stallman's codification of the concept with the creation of the Free Software Foundation. As the public began to communicate through Bulletin Board Systems (BBS) like FidoNet, places like Sourcery Systems BBS were dedicated to providing source code to Public Domain, Shareware and Freeware programs.

refinement and dialogue among the believers themselves. In comparison to traditional religions - which are considered authoritarian, hierarchical, and change-resistant - they emphasize participation, self-determination, decentralization, and evolution. Followers see themselves as part of a more generalized open source movement, which does not limit itself to software, but applies the same principles to other organized, group efforts to create human artifacts.

One example is the Redefine God group (coined Redefinists), an online social network for "Open Source Religion." Redefine God makes use of the concept of personal mythology as a means to design one's religion, thus utilizing Open Source Religion or Religion 2.0.

Among the first examples of this movement, Yoans (followers of a religion called Yoism, founded 1994) claim that their version of open source religion does not have allegiance to any spiritual guide, rather the sense of authority emerges from the group via consensus.

Another early example, in 2001, Douglas Rushkoff organized the first Reboot summit that took

Essentially born out of a desire for increased general access to digital media, the Internet is open source culture's most valuable asset. It is questionable whether the goals of an open source culture could be achieved without the Internet. The global network not only fosters an environment where culture can be generally accessible, but also allows for easy and inexpensive redistribution of culture back into various communities. Some reasons for this are as follows.

First, the Internet allows even greater access to inexpensive digital media and storage. Instead of users being limited to their own facilities and resources, they are granted access to a vast network of facilities and resources, some for free. Sites such as Archive.org offer up free web space for anyone willing to license their work under a Creative Commons license. The resulting cultural product is then available to download for free (generally accessible) to anyone with an Internet connection.

Second, users are granted unprecedented access to each other. Older analog technologies such as the telephone or television have limitations on the kind of interaction users can have. In the case of television there is little, if any interaction between users participating on the network. And in the case of the telephone, users rarely interact with any more than a couple of their known peers. On the Internet, however, users have the potential to access and meet millions of their peers. This aspect of the Internet facilitates the modification of culture as users are able to collaborate and communicate with each other across international and cultural boundaries. The speed in which digital media travels on the Internet in turn facilitates the redistribution of culture.

Through various technologies such as peer-to-peer networks and blogs, cultural producers can take advantage of vast social networks in order to distribute their products. As opposed to traditional media distribution, redistributing digital media on the Internet can be virtually costless. Technologies such as BitTorrent and Gnutella take advantage of various characteristics of the Internet protocol (TCP/IP) in an attempt to totally decentralize file

place in 2002. "The object of the game, for me, was to re-contextualize Judaism as an entirely Open Source proposition." The publication of Rushkoff's book, Nothing Sacred: The Truth about Judaism, in 2003 spawned the creation of the Open Source Judaism movement. Open Source Judaism, in turn, has spawned other open source projects, such as the Open Source Haggadah.

By 2005, a number of other attempts to form open source religions began to take form, for example, The Open Source Order of the Golden Dawn and Ecclesia Gnostica Universalis.

In spring 2007, Assignment Zero reported that 'for six weeks, 40 brave volunteers from across the U.S. met in a special online forum on "Open Source Religion" to talk about their deepest beliefs' (and the text of the article is itself open-source).

distribution.

Government

- Open source government — **primarily** refers to use of open source software technologies in traditional government organizations and government operations such as voting.
- Open politics (sometimes known as *Open source politics*) — is a term used to describe a political process that uses Internet technologies such as blogs, email and polling to provide for a rapid feedback mechanism between political organizations and their supporters. There is also an alternative conception of the term *Open source politics* which relates to the development of public policy under a set of rules and processes similar to the Open Source Software movement.
- Open source governance — is similar to open source politics, but it applies more to the democratic process and promotes the freedom of information.

Ethics

Open Source ethics is split into two strands:

- *Open Source Ethics as an Ethical School* - Charles Ess and David Berry are researching whether ethics can learn anything from an open source approach. Ess famously even defined the AoIR Research Guidelines as an example of open source ethics.
- *Open Source Ethics as a Professional Body of Rules* - This is based principally on the computer ethics school, studying the questions of ethics and professionalism in the computer industry in general and software development in particular.

Media

Open source journalism — referred to the standard journalistic techniques of news gathering and fact checking, and reflected a similar term that was in use from 1992 in

organic - describes forms, methods and patterns found in living systems such as the organisation of cells, to populations, communities, and ecosystems. Typically organic models stress the interdependence of the component parts, as well as their differentiation. Other properties of organic models include:

- the growth, life or development cycle
- the ability to adapt, learn, and evolve
- emergent behaviour or emergent properties
- steady change or growth, as opposed to instant change
- regulatory feedback
- composed of heterogeneous (diverse) parts

Organic models are used especially in the design of artificial systems, and the description of social

military intelligence circles, open source intelligence. It is now commonly used to describe forms of innovative publishing of online journalism, rather than the sourcing of news stories by a professional journalist. In the Dec 25, 2006 issue of TIME magazine this is referred to as user created content and listed alongside more traditional open source projects such as OpenSolaris and Linux.

Weblogs, or blogs, are another significant platform for open source culture. Blogs consist of periodic, reverse chronologically ordered posts, using a technology that makes webpages easily updatable with no understanding of design, code, or file transfer required. While corporations, political campaigns and other formal institutions have begun using these tools to distribute information, many blogs are used by individuals for personal expression, political organizing, and socializing. Some, such as LiveJournal or WordPress, utilize open source software that is open to the public and can be modified by users to fit their own tastes. Whether the code is open or not, this format represents a nimble tool for people to borrow and re-present culture; whereas traditional websites made the illegal reproduction of culture difficult to regulate, the mutability of blogs makes "open sourcing" even more uncontrollable since it allows a larger portion of the population to replicate material more quickly in the public sphere.

Messageboards are another platform for open source culture. Messageboards (also known as discussion boards or forums), are places online where people with similar interests can congregate and post messages for the community to read and respond to. Messageboards sometimes have moderators who enforce community standards of etiquette such as banning users who are spammers. Other common board features are private messages (where users can send messages to one another) as well as chat (a way to have a real time conversation online) and image uploading. Some messageboards use phpBB, which is a free open source package. Where blogs are more about individual expression and tend to revolve around their authors, messageboards are about creating

systems and constructs.

In the social sciences, the organic model has been drawn upon for ideas such as organic solidarity, organic society and organic unity. Carl Ritter forwarded the idea of Lebensraum through the concept of an organic, growing state.

In computer science, organic networks grow in an ad hoc manner, while organic computing is autonomous and able to self-organise and heal.

Bionics (biomimicry) is the engineering of technology through the use of systems found in biology.

Organic architecture stresses interrelatedness as it the combines the site, buildings, furnishings, and surroundings into a unified whole, each adapted to the others. Examples include the use of passive solar and wind energy as elements of design so that the building can be easily adapted to maintain the desired levels of human comfort within the structure.

In economics and business, organic growth refers to market growth that has happened gradually, and not through a sudden buyout or acquisition.

a conversation amongst its users where information can be shared freely and quickly. Messageboards are a way to remove intermediaries from everyday life - for instance, instead of relying on commercials and other forms of advertising, one can ask other users for frank reviews of a product, movie or CD. By removing the cultural middlemen, messageboards help speed the flow of information and exchange of ideas.

OpenDocument is an open document file format for saving and exchanging editable office documents such as text documents (including memos, reports, and books), spreadsheets, charts, and presentations. Organizations and individuals that store their data in an open format such as OpenDocument avoid being locked in to a single software vendor, leaving them free to switch software if their current vendor goes out of business, raises their prices, changes their software, or changes their licensing terms to something less favorable.

organizational communication

- as a field, is the consideration, analysis, and criticism of the role of communication in organizational contexts.

Some of the main assumptions underlying much of the early organizational communication research were:

1. Humans act rationally. Sane people behave in rational ways, they generally have access to all of the information needed to make rational decisions they could articulate, and therefore will make rational decisions, unless there is some breakdown in the communication process.

2. Formal logic and em-

Open source movie production is either an open call system in which a changing crew and cast collaborate in movie production, a system in which the end result is made available for re-use by others or in which exclusively open source products are used in the production. The 2006 movie Elephants Dream is said to be the "world's first open movie", created entirely using open source technology.

An open source documentary film has a production process allowing the open contributions of archival material, footage, and other filmic elements, both in unedited and edited form. By doing so, on-line contributors become part of the process of creating the film, helping to influence the editorial and visual material to be used in the documentary, as well as its thematic development. The first open source documentary film to go into production "The American Revolution" , which will examine the role that WBCN-FM in Boston played in the cultural, social and political changes locally and nationally from 1968 to 1974, is being produced by Lichtenstein Creative Media and the non-profit The Fund for Independent Media.

Open Source Cinema is a website to create Basement Tapes, a feature documentary about copyright in the digital age, co-produced by the National Film Board of Canada. Open Source Filmmaking refers to a form of filmmaking that takes a method of idea formation from open source software, but in this case the 'source' for a film maker is raw unedited footage rather than programming code. It can also refer to a method of filmmaking where the process of creation is 'open' i.e. a disparate group of contributors, at different times contribute to the final piece.

Open-IPTV is IPTV that is not limited to one recording studio, production studio, or cast. Open-IPTV uses the Internet or other means to pool efforts and resources together to create an online community that all contributes to a show.

Education

Within the academic community, there is discussion about expanding what could be called the "intellectual commons" (analogous to the Creative Commons). Proponents of this view have hailed the Connexions Project at Rice University, OpenCourseWare project at MIT, Eugene Thacker's article on "Open Source DNA", the "Open Source Cultural Database", openwebschool, and Wikipedia as examples of applying open source outside the realm of computer software.

Open source curricula are instructional resources whose digital source can be freely used, distributed and modified.

Another strand to the academic community is in the area of research. Many funded research projects produce software as part of their work. There is an increasing interest in making the outputs of such projects available under an open source license. In the UK the Joint Information Systems Committee (JISC) has developed a policy on open source software. JISC also funds a development service called OSS Watch which acts as an advisory service for higher and further education institutions wishing to use, contribute to and develop open source software.

pirically verifiable data ought to be the foundation upon which any theory should rest. All we really need to understand communication in organizations is (a) observable and replicable behaviors that can be transformed into variables by some form of measurement, and (b) formally replicable syllogisms that can extend theory from observed data to other groups and settings

3. Communication is primarily a mechanical process, in which a message is constructed and encoded by a sender, transmitted through some channel, then received and decoded by a receiver. Distortion, represented as any differences between the original and the received messages, can and ought to be identified and reduced or eliminated.

4. Organizations are mechanical things, in which the parts (including employees functioning in defined roles) are interchangeable. What works in one organization will work in another similar organization. Individual differences can be minimized or even eliminated with careful management techniques.

5. Organizations function as a container within which communication takes place. Any differences in form or function of communication between that occurring in an organization and in another setting can be identified and studied as factors affecting the communicative activity.

Herbert Simon introduced the concept of bounded rationality which challenged assumptions about the perfect rationality of communication participants. He maintained that people making decisions in organizations seldom had complete information, and that even if more information was available, they tended to pick the first acceptable option, rather than exploring further to pick the optimal solution.

Through the 1960s, 1970s and 1980s the field expanded greatly in parallel with several other academic disciplines, looking at communication as more than an intentional act designed to transfer an idea. Research expanded beyond the issue of "how to make people understand what I am saying" to tackle questions such as "how does the act of communicating change,

Fitness

CrossFit is an open source strength and conditioning fitness movement. Its founder freely shares his methodology and publishes a website with gigabytes of data, information and interactive forums. CrossFit athletes and instructors share their modifications, adaptations and enhancements. The result has been new CrossFit "flavors" including: CrossFit for Kids, CrossFit for Seniors, CrossFit in the Park, and CrossFit for Combat Athletes. Web posts and CrossFit Journal articles often focus on how to modify the program for specific groups who have only limited access to equipment. Examples include high school track athletes and soldiers in Iraq. CrossFit athletes also post YouTube videos and invite critiques of their form.

Innovation communities

The principle of sharing predates the open source movement; for example, the free sharing of information has been institutionalized in the scientific enterprise since at least the 19th century. Open source principles have always been part of the scientific community. The sociologist Robert K. Merton described the four basic elements of the community - universalism (an international perspective), communism (sharing information), disinterestedness (removing one's personal views from the scientific inquiry) and organized skepticism (requirements of proof and review) that accurately describe the scientific community today. These principles are, in part, complemented by US law's focus on protecting expression and method but not the ideas themselves. There is also a tradition of publishing research results to the scientific community instead of keeping all such knowledge proprietary. One of the recent initiatives in scientific publishing has been open access - the idea that research should be published in such a way that it is free and available to the public. There are currently many open access journals where the information is available for free online, however most journals do charge a fee (either to users or libraries for access). The Budapest

Open Access Initiative is an international effort with the goal of making all research articles available for free on the Internet. The National Institutes of Health has recently proposed a policy on "Enhanced Public Access to NIH Research Information." This policy would provide a free, searchable resource of NIH-funded results to the public and with other international repositories six months after its initial publication. The NIH's move is an important one because there is significant amount of public funding in scientific research. Many of the questions have yet to be answered - the balancing of profit vs. public access, and ensuring that desirable standards and incentives do not diminish with a shift to open access.

Farmavita.Net - Community of Pharmaceuticals Executives have recently proposed new business model of Open Source Pharmaceuticals. The project is targeted to development and sharing of know-how for manufacture of essential and life saving medicines. It is mainly dedicated to the countries with less developed economies where local pharmaceutical research and development resources are insufficient for national needs. It will be limited to generic (off-patent) medicines with established use. By the definition, medicinal product have a "well-established use" if is used for at least 15 years, with recognized efficacy and an acceptable level of safety. In that event, the expensive clinical test and trial results could be replaced by appropriate scientific literature.

Benjamin Franklin was an early contributor eventually donating all his inventions including the Franklin stove, bifocals and the lightning rod to the public domain after successfully profiting off their sales and patents.

New NGO communities are starting to use the open source technology as a tool. One example is the Open Source Youth Network started in 2007 in Lisboa by ISCA members.

Open innovation is also a new emerging concept which advocate putting R&D in a common pool, the Eclipse platform is openly presenting itself as an Open innovation

or even define, who I am?", "why do organizations that seem to be saying similar things achieve very different results?" and "to what extent are my relationships with others affected by our various organizational contexts?"

In the early 1990s Peter Senge developed a new theories on Organizational Communication. This theories were learning organization and systems thinking. These have been well received and are now a mainstay in current beliefs toward organizational communications. His collaborative book: "The Fifth Discipline" is now considered by many an essential classic in the field.

Communications networks

Networks are another aspect of direction and flow of communication. Bavelas has shown that communication patterns, or networks, influence groups in several important ways. Communication networks may affect the group's completion of the assigned task on time, the position of the de facto leader in the group, or they may affect the group members' satisfaction from occupying

certain positions in the network. Although these findings are based on laboratory experiments, they have important implications for the dynamics of communication in formal organizations.

There are several patterns of communication:

- "Chain"
- "Wheel"
- "Star"
- "All-Channel" network
- "Circle"

The Chain can readily be seen to represent the hierarchical pattern that characterizes strictly formal information flow, "from the top down," in military and some types of business organizations.
The Wheel can be compared with a typical autocratic organization, meaning one-man rule and limited employee participation.
The Star is similar to the basic formal structure of many organizations.
The All-Channel network, which is an elaboration of Bavelas's Circle used by Guetzkow, is analogous to the free-flow of communication in a group that encourages all of its members to become involved in group

network.

Arts and recreation

Copyright protection is used in the performing arts and even in athletic activities. Some groups have attempted to remove copyright from such practices.

The Open Source Definition

The Open Source Definition is used by the Open Source Initiative to determine whether or not a software license can be considered open source. The definition was based on the Debian Free Software Guidelines, written and adapted primarily by Bruce Perens.

Proliferation of the term

While the term applied originally only to the source code of software, it is now being applied to many other areas such as open source ecology, a movement to decentralize technologies so that any human can use them. However, it is often misapplied to other areas which have different and competing principles, which overlap only partially.

Opponents of the spread of the label "open source," including Richard Stallman, argue that the requirements and restrictions ensure the continuation of the effort, and resist attempts to redefine the labels. He argues also that most supporters of open source are actually supporters of much more equitable agreements and support re-integration of derived works and that most contributors do not intend to release their work to others who can extend it, hide the extensions, patent those very extensions, and demand royalties or restrict the use of all other users—all while not violating the open source principles with respect to the initial code they acquired.

Perens' principles

See The Open Source Definition for the exact operational definition

and examples of licenses that satisfy, and do not satisfy, those principles.

Under Perens' definition, open source describes a broad general type of software license that makes source code available to the general public with relaxed or non-existent copyright restrictions. The principles, as stated, say absolutely nothing about trademark or patent use and require absolutely no cooperation to ensure that any common audit or release regime applies to any derived works. It is an explicit "feature" of open source that it may put no restrictions on the use or distribution by any organization or user.

It forbids this, in principle, to guarantee continued access to derived works even by the major original contributors. In contrast to free software or open content licenses, which are often confused with open source but have much more rigorous rules and conventions, open source deliberately errs in favor of allowing any use by any party whatsoever, and offers few or no means or recourses to prevent a free rider problem or deal with proliferation of bad copies that mislead end users.

Perhaps because of this flexibility, which facilitates large commercial users and vendors, the most successful applications of open source have been in consortium. These use other means such as trademarks to control bad copies and require specific performance guarantees from consortium members to assure re-integration of improvements. Accordingly they do not need potentially conflicting clauses in licenses.

The loose definition has led to a proliferation of licenses that can claim to be open source but which would not satisfy the share alike provision that free software and open content licenses require. A very common license, the Creative Commons CC-by-nc-sa, requires a commercial user to acquire a separate license for-profit use. This is explicitly against the open source principles, as it discriminates against a type of use or user. However, the requirement imposed by free software to reliably redistribute derived

decision processes. The All-Channel network may also be compared to some of the informal communication networks.

If it's assumed that messages may move in both directions between stations in the networks, it is easy to see that some individuals occupy key positions with regard to the number of messages they handle and the degree to which they exercise control over the flow of information. For example, the person represented by the central dot in the "Star" handles all messages in the group. In contrast, individuals who occupy stations at the edges of the pattern handle fewer messages and have little or no control over the flow of information.These "peripheral" individuals can communicate with only one or two other persons and must depend entirely on others to relay their messages if they wish to extend their range.

In reporting the results of experiments involving the Circle, Wheel, and Star configurations, Bavelas came to the following tentative conclusions. In patterns with positions located centrally, such as the Wheel

and the Star, an organization quickly develops around the people occupying these central positions. In such patterns, the organization is more stable and errors in performance are lower than in patterns having a lower degree of centrality, such as the Circle. However, he also found that the morale of members in high centrality patterns is relatively low. Bavelas speculated that this lower morale could, in the long run, lower the accuracy and speed of such networks.

In problem solving requiring the pooling of data and judgments, or "insight," Bavelas suggested that the ability to evaluate partial results, to look at alternatives, and to restructure problems fell off rapidly when one person was able to assume a more central (that is, more controlling) position in the information flow. For example, insight into a problem requiring change would be less in the Wheel and the Star than in the Circle or the Chain because of the "bottlenecking" effect of data control by central members.

It may be concluded from these laboratory results that the structure of communications within an

works, does not violate these principles. Accordingly, free software and consortium licenses are a type of open source, but open content isn't insofar as it allows such restrictions.

Non-software use

The principles of open source have been adapted for many other forms of user generated content and technology, including open source hardware.

Supporters of the open content movement advocate some restrictions of use, requirements to share changes, and attribution to other authors of the work.

This "culture" or ideology takes the view that the principles apply more generally to facilitate concurrent input of different agendas, approaches and priorities, in contrast with more centralized models of development such as those typically used in commercial companies.

Advocates of the open source principles often point to Wikipedia as an example, but Wikipedia has in fact often restricted certain types of use or user, and the GFDL license it uses makes specific requirements of all users that technically violate the open source principles.

History

Very similar to open standards, researchers with access to the Advanced Research Projects Agency Network (ARPANET) used a process called Request for Comments to develop telecommunication network protocols. Characterized by contemporary open source work, this 1960's collaborative process led to the birth of the Internet in 1969. There are earlier instances of open source movements and free software such as IBM's source releases of its operating systems in the 1960s and the SHARE user group that formed to facilitate the exchange of such software.

The decision by some people in the free software movement to use the label "open source" came out of a strategy session held at Palo Alto, California, in reaction

to Netscape's January 1998 announcement of a source code release for Navigator. The group of individuals at the session included Christine Peterson who suggested "open source", Todd Anderson, Larry Augustin, Jon Hall, Sam Ockman, Michael Tiemann and Eric S. Raymond. They used the opportunity before the release of Navigator's source code to free themselves of the ideological and confrontational connotations of the term free software. Netscape licensed and released its code as open source under the Netscape Public License and subsequently under the Mozilla Public License.

The term was given a big boost at an event organized in April 1998 by technology publisher Tim O'Reilly. Originally titled the "Freeware Summit" and later known as the "Open Source Summit", the event brought together the leaders of many of the most important free and open source projects, including Linus Torvalds, Larry Wall, Brian Behlendorf, Eric Allman, Guido van Rossum, Michael Tiemann, Paul Vixie, Jamie Zawinski of Netscape, and Eric Raymond. At that meeting, the confusion caused by the name "free software" was brought up. Tiemann argued for "sourceware" as a new term, while Raymond argued for "open source." The assembled developers took a vote, and the winner was announced at a press conference that evening. Five days later, Raymond made the first public call to the free software community to adopt the new term. The Open Source Initiative was formed shortly thereafter.

The Open Source Initiative (OSI) formed in February 1998 by Raymond and Perens. With about 20 years of evidence from case histories of closed and open development already provided by the Internet, the OSI continued to present the 'open source' case to commercial businesses. They sought to bring a higher profile to the practical benefits of freely available source code, and wanted to bring major software businesses and other high-tech industries into open source. Perens adapted Debian's Free Software Guidelines to make the The Open Source Definition.

organization will have a significant influence on the accuracy of decisions, the speed with which they can be reached, and the satisfaction of the people involved. Consequently, in networks in which the responsibility for initiating and passing along messages is shared more evenly among the members, the better the group's morale in the long run.

Direction of communication
On the basis of a number of experimental trials, Leavitt formed these conclusions:

1. One-way communication is faster than two-way communication.

2. Two-way communication is more accurate than one-way communication.

3. Receivers are more sure of themselves and make more correct judgments of how right or wrong they are in the two-way system.

4. The sender feels psychologically under attack in the two-way system, because his receivers pick up his mistakes and oversights and point them out to him.

5. The two-way method is relatively noisier and looks more disorderly. The one-way method, on the other hand, appears neat and efficient to an outside observer.

Thus, if speed is necessary, if a businesslike appearance is important, if a manager does not want his mistakes recognized, and if he wants to protect his power, then one-way communication seems preferable. In contrast, if the manager wants to get his message across, or if he is concerned about his receivers' feeling that they are participating and are making a contribution, the two-way system is better.

Current Research Topics in Organizational Communication

The field of organizational communication has moved from acceptance of mechanistic models (e.g., information moving from a sender to a receiver) to a study of the persistent, hegemonic and taken-for-granted ways in which we not only use communication to accomplish certain tasks within organizational settings (e.g., public speaking) but also how the organizations in which we participate af-

Widely-used open source products

Open source software (OSS) projects are built and maintained by network of volunteer programmers. Prime examples of open source products are the Apache HTTP Server, the internet address system Internet Protocol, and the internet browser Mozilla Firefox. Yet, one of the most successful programs is the Linux operating system, an open source Unix-like operating system.

Criticism

The criticisms of the specific Open Source Initiative (OSI) principles are dealt with above as part of the definition and differentiation from other terms. The open content movement does not recognize nor endorse the OSI principles and embraces instead mutual share-alike agreements that require derived works to be re-integrated and treated equitably, e.g. not patented or trademarked to the detriment of the individual contributors/creators.

Another criticism of the Open Source movement is that these projects may not be really as self-organizing as their proponents claim. This argument holds that successful Open Source projects frequently have a strong central manager, even if that manager is a volunteer. The article Open Source Projects Manage Themselves? Dream On. by Chuck Connell explains this viewpoint. However this is a criticism of the development model, not of the Open Source itself. Also, the author does not state that self organization surely does not work, just points to the cases when the central management was likely involved.

The legal and cultural criticisms are both addressed as part of a common set of objections and criticisms by those who prefer share-alike as an organizing principle. This includes Creative Commons which simply ignores the OSI principles and endorses licenses that clearly violate them such as CC-by-nc-sa or; Creative Commons, Attribute, Non-Commercial, Share-Alike.

Of the vocal critics Richard Stallman of the Free Software Foundation (FSF), flatly opposes the term "Open Source"

being applied to what they refer to as "free software". Although it's clear that legally free software does qualify as open source, he considers that the category is abusive. They also oppose the professed pragmatism of the Open Source Initiative, as they fear that the free software ideals of freedom and community are threatened by compromising on the FSF's idealistic standards for software freedom.

Business models

There are a number of commonly recognized barriers to the adoption of open source software by enterprises. These barriers include the perception that open source licenses are viral, lack of formal support and training, the velocity of change, and a lack of a long term roadmap. The majority of these barriers are risk-related. From the other side, not all proprietary projects disclose exact future plans, not all open source licenses are equally viral and many serious OSS projects (especially operating systems) actually make money from paid support and documentation.

Many business models exist around open source software to provide a 'whole product' to help reduce these risks. The 'whole product' typically includes support, commercial licenses, professional services, training, certification, partner programs, references and use cases. These business models range from 'services only' organizations that do not participate in the development of the software to models where the majority of the software is created by full-time committers that are employed by a central organization. These business models have come into existence recently and their operation is not commonly understood. One model that has been developed to explain this is the Bee Keeper Model A commonly employed Business Strategy of Commercial Open Source Software Firms is the Dual-License Strategy, as demonstrated by MySQL, Alfresco, and others.

fect us.

These approaches include "postmodern", "critical", "participatory", "feminist", "power/political", "organic", etc. and adds to disciplines as wide-ranging as sociology, philosophy, theology, psychology, business, business administration, institutional management, medicine (health communication), neurology (neural nets), semiotics, anthropology, international relations, and music.

Currently, some topics of research and theory in the field are:

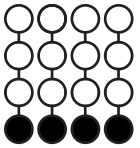
Constitution

- how communicative behaviors construct or modify organizing processes or products
- how the organizations within which we interact affect our communicative behaviors, and through these, our own identities
- structures other than organizations which might be constituted through our communicative activity (e.g., markets, cooperatives, tribes, political parties, social movements)

•when does something "become" an organization? When does an organization become (an) other thing(s)? Can one organization "house" another? Is the organization still a useful entity/thing/concept, or has the social/political environment changed so much that what we now call "organization" is so different from the organization of even a few decades ago that it cannot be usefully tagged with the same word--"organization"?

Narrative

- how do group members employ narrative to acculturate/initiate/indoctrinate new members?
- do organizational stories act on different levels? Are different narratives purposively invoked to achieve specific outcomes, or are there specific roles of "organizational storyteller"? If so, are stories told by the storyteller received differently than those told by others in the organization?
- in what ways does the organization attempt



Open Source Definition

OSP CO METH PLAT USER REMIX SHAR

The **Open Source Definition** is used by the Open Source Initiative to determine whether or not a software license can be considered open source.

The definition was based on the Debian Free Software Guidelines, written and adapted primarily by Bruce Perens.

Introduction

Open source doesn't just mean access to the source code.
The distribution terms of open-source software must comply with the following criteria:

1. Free Redistribution

The license shall not restrict any party from selling or giving away the software as a component of an aggregate software distribution containing programs from several different sources. The license shall not require a royalty or other fee for such sale.

2. Source Code

The program must include source code, and must allow distribution in source code as well as compiled form. Where some form of a product is not distributed with source code, there must be a well-publicized means of

obtaining the source code for no more than a reasonable reproduction cost preferably, downloading via the Internet without charge. The source code must be the preferred form in which a programmer would modify the program. Deliberately obfuscated source code is not allowed. Intermediate forms such as the output of a preprocessor or translator are not allowed.

3. Derived Works

The license must allow modifications and derived works, and must allow them to be distributed under the same terms as the license of the original software.

4. Integrity of The Author's Source Code

The license may restrict source-code from being distributed in modified form only if the license allows the distribution of "patch files" with the source code for the purpose of modifying the program at build time. The license must explicitly permit distribution of software built from modified source code. The license may require derived works to carry a different name or version number from the original software.

5. No Discrimination Against Persons or Groups

The license must not discriminate against any person or group of persons.

6. No Discrimination Against Fields of Endeavor

The license must not restrict anyone from making use of the program in a specific field of endeavor. For example, it may not restrict

to influence storytelling about the organization? under what conditions does the organization appear to be more or less effective in obtaining a desired outcome?

- when these stories conflict with one another or with official rules/policies, how are the conflicts worked out? in situations in which alternative accounts are available, who or how or why are some accepted and others rejected?

Identity

- who do we see ourselves to be, in terms of our organizational affiliations?
- do communicative behaviors or occurrences in one or more of the organizations in which we participate effect changes in us? to what extent are we comprised of the organizations to which we belong?
- is it possible for individuals to successfully resist organizational identity? what would that look like?
- do people who define themselves by their work-organizational

membership communicate differently within the organizational setting than people who define themselves more by an avocational (non-vocational) set of relationships?

- for example, researchers have studied how human service workers and firefighters use humor at their jobs as a way to affirm their identity in the face of various challenges Tracy, S.J.; K. K. Myers; C. W. Scott (2006). "Cracking Jokes and Crafting Selves: Sensemaking and Identity Management Among Human Service Workers". Others have examined the identities of police organizations, prison guards, and professional women workers.
- Interrelatedness of organizational experiences, e.g.,
- how do our communicative interactions in one organizational setting affect our communicative actions in other organizational settings?
- how do the phenomenological experiences of participants in a particular organizational setting effect

the program from being used in a business, or from being used for genetic research.

7. Distribution of License

The rights attached to the program must apply to all to whom the program is redistributed without the need for execution of an additional license by those parties.

8. License Must Not Be Specific to a Product

The rights attached to the program must not depend on the program's being part of a particular software distribution. If the program is extracted from that distribution and used or distributed within the terms of the program's license, all parties to whom the program is redistributed should have the same rights as those that are granted in conjunction with the original software distribution.

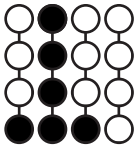
9. License Must Not Restrict Other Software

The license must not place restrictions on other software that is distributed along with the licensed software. For example, the license must not insist that all other programs distributed on the same medium must be open-source software.

10. License Must Be Technology-Neutral

No provision of the license may be predicated on any individual technology or style of interface.

– Open Source Initiative, http://opensource.org/docs/osd



Open Space Technology

FAC PLAT USER REMIX

Open Space Technology (OST) offers a method to run meetings of groups of any size. ("Technology" in this case means *tool* — a process; a method.) OST represents a self-organising process; participants construct the agenda and schedule during the meeting itself. Proponents claim that OST allows somewhat diverse people to address complex and possibly controversial topics.

Open Space Technology enables groups of any size to address complex, important issues and achieve meaningful results quickly. It functions best where more traditional meeting formats fail: in situations involving conflict, complexity, diversity of thought or people, and short decision-times. People have used it in widely diverse situations, from designing aircraft doors at a large aircraft manufacturing company to engaging street kids in defining a sustainable jobs-program.

OST meetings have a single *facilitator* who initiates and concludes the meeting and explains the general method. The facilitator has no other role in the meeting and does not control the actual gathering in any way.

History

Harrison Owen developed OST in 1985; people first credited him with use of the term "OST" in 1986. Practitioners have subsequently used it in many countries for purposes as various as peacemaking in the Middle East, corporate strategic planning, community project design, and many other things. Anyone may use Open

changes in other areas of their lives?
- when the organizational status of a member is significantly changed (e.g., by promotion or expulsion) how are their other organizational memberships affected?

Power

- how does the use of particular communicative practices within an organizational setting reinforce or alter the various interrelated power relationships within the setting? Are the potential responses of those within or around these organizational settings constrained by factors or processes either within or outside of the organization--(assuming there is an "outside"?
- do taken-for-granted organizational practices work to fortify the dominant hegemonic narrative? Do individuals resist/confront these practices, through what actions/agencies, and to what effects?
- do status changes in an organization (e.g.,

promotions, demotions, restructuring, financial/social strata changes) change communicative behavior? Are there criteria employed by organizational members to differentiate between "legitimate" (i.e., endorsed by the formal organizational structure) and "illegitimate" (i.e., opposed by or unknown to the formal power structure)? Are there "pretenders" or "usurpers" who employ these communicative behaviors? When are they successful, and what do we even mean by "successful?"

Space methods for free, without infringing trademarks or copyrights.

Application

Proponents claim that OST suits groups of any size; groups ranging from five to several thousand participants have used it. According to its proponents, it works best under the following conditions:

1. the topic of the meeting involves a real issue
2. the participants really care about that issue
3. the issue has so much complexity that no single person or small group can fully understand it
4. the issue requires highly diverse skills and people for a successful resolution
5. the participants have genuine passion about the issue; which can often include conflict (compare criterion 2)
6. the issue must be addressed immediately (a "decision time of yesterday")

Proponents do not consider OST appropriate when one requires specific predetermined outcomes or when one party needs to have control over the process and/or the outcome.

Proponents of OST claim that, for example, OST would operate very effectively in the design of a complex system (financial, inventory, computer). However it would typically fail miserably in the implementation of a previously-designed system.

The OST approach

organizational learning - an area of knowledge within organizational theory that studies models and theories

At the beginning of an Open Space the participants sit in a circle, or in concentric circles for large groups (300 to 2000 people).

The facilitator will greet the people and briefly re-state the theme of their gathering, without giving a lengthy speech. Then someone will invite all participants to identify any issue or opportunity related to the theme. Participants willing to raise a topic will come to the centre of the circle and announce it to the group.

Someone writes the topics on sheets of papers which get posted on a wall, creating an agenda. No participant must suggest issues, but anyone may do so. However, if someone posts a topic, the system expects that the person has a real passion for the issue and can lead the discussion on it. No limit exists on the number of issues that the meeting can post.

When someone determines that the posting of all issues has finished, the meeting sets times and places for the individual sessions; and participants sign up for those individual sessions. Sessions typically last for 1.5 hours; the whole gathering usually lasts from a half day up to about two days. The opening session lasts about an hour, even with a very large group.

After the opening session, the individual groups go to work. The attendees organize each session; people may freely decide which session they want to attend, and may switch to another one at any time. Online networking can occur both before and following the actual face-to-face meetings so discussions can continue seamlessly.

Very large groups have generated as many as 230 sessions which ran concurrently over the course of a day. If desired, each session can generate and distribute reports (online or hard copy); and longer meetings may establish priorities and set up working-groups for follow-up.

The Open Space Technology operates in a very simple fashion, and OST meetings require very little planning up-front. The organizers set no agenda and prepare only a very rough schedule; the meeting largely self-organizes. The facilitator remains largely invisible and has no control over the meeting itself. This means that one need organize only basic logistics (such as space, food, etc.) in advance.

about the way an organization learns and adapts.
In Organizational development (OD), learning is a characteristic of an adaptive organization, i.e., an organization that is able to sense changes in signals from its environment (both internal and external) and adapt accordingly. (see adaptive system). OD specialists endeavor to assist their clients to learn from experience and incorporate the learning as feedback into the planning process.

organization theory - the systematic study and careful application of knowledge about how people - as individuals and as groups - act within organization. Organizational

studies encompasses the study of organizations from multiple viewpoints, methods, and levels of analysis. For instance, one textbook (Hatch, M. & Cunliffe, A., 2006) divides these multiple viewpoints into three perspectives: modern, symbolic, and postmodern. Another traditional distinction, present especially in American academia, is between the study of "micro" organizational behavior -- which refers to individual and group dynamics in an organizational setting -- and "macro" organizational theory which studies whole organizations, how they adapt, and the strategies and structures that guide them. To this distinction, some scholars have added an interest in "meso" -- primarily interested in power, culture, and the networks of individuals and units in organizations -- and "field" level analysis which study how whole populations of organizations interact. In Europe these distinctions do exist as well, but are more rarely reflected in departmental divisions. Whenever people interact in organizations, many factors come into play. Modern organizational studies attempt to understand and model these

Philosophy

OST proponents take the view that Open Space meetings offer highly successful examples of self-organizing systems. Through self-organization, meetings allegedly have more success in addressing complex topics than do more traditional meeting methodologies.

Some proponents have suggested that the reasons for the perceived success lie in what they call the *Four Principles* and *The One Law*. Participants hear these "rules" announced and described during the opening session. These describe rather than prescribe; they do not operate as rules which one must obey but simply describe what the system expects will happen in any case:

Whoever comes is the right people: this alerts the participants that attendees of a session class as "right" simply because they care to attend

Whatever happens is the only thing that could have: this tells the attendees to pay attention to events of the moment, instead of worrying about what could possibly happen

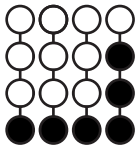
Whenever it starts is the right time: clarifies the lack of any given schedule or structure and emphasises creativity and innovation

When it's over, it's over: encourages the participants not to waste time, but to move on to something else when the fruitful discussion ends

There also exists another tentative "law", usually referred to as the *"Law of Two Feet"* (or *"The Law of Mobility"*), which reads as follows: *If at any time during our time together you find yourself in any situation where you are neither learning nor contributing, use your two feet. Go to some other place where you may learn and contribute.*

This last "law" emphasizes that no one should sit in sessions that they find boring; instead only people genuinely interested in the topic at hand should attend the discussions.

Beyond offering a meeting-methodology, OST can also express a philosophy and a life practice. It has been widely copied and adapted to private open space meetings and public open space conference purposes, including many practices not originally part of the initial practice.



Open system (systems theory)

CO SCI

An **open system** is a state of a system, in which a system continuously interacts with its environment. Open systems are those that maintain their state and exhibit the characteristics of openness previously mentioned.

Open systems contrast with closed systems. Systems are rarely ever either open or closed but open to some and closed to other influences. . Basic characteristics of an open system are environment, input, throughput and output. And some control systems with feedback. The definition of a "system" is often arbitrary; a system may be defined as the region of space under study being characterized by a collection of components or elements related in some way.

The concept of an "open system" is originally developed in thermodynamics, and since the 1950s also in systems theory. Nowadays the concept has its applications in the natural and social sciences.

An open system can also relate to studying momentum and how objects react from other objects.

factors. Like all modernist social sciences, organizational studies seeks to control, predict, and explain. There is some controversy over the ethics of controlling workers' behaviour. As such, organizational behaviour or OB (and its cousin, Industrial psychology) have at times been accused of being the scientific tool of the powerful. Those accusations notwithstanding, OB can play a major role in organizational development and success.

other - a key concept in continental philosophy, opposed to the Same. It refers, or attempts to refer to, that which is 'other' than the concept being considered. The term often means a person other than oneself, and is often capitalised. The Other is singled out as different.

A person's definition of the 'Other' is part of what defines or even constitutes the self and other phenomena and cultural units. It has been used in social science to understand the processes by which societies and groups exclude 'Others' who they want to subordinate or who do not fit into their society.

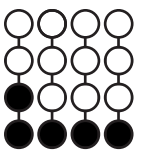
In the natural sciences

In the natural sciences an open system is one whose border is permeable to both energy and mass. In physics a closed system, by contrast, is permeable to energy but not to matter.

Open systems have a number of consequences. A closed system contains limited energy. The definition of an open system assumes that there are supplies of energy that cannot be depleted; in practice, this energy is supplied from some source in the surrounding environment, which can be treated as infinite for the purposes of study. One type of open system is the so-called *radiant energy* system, which receives its energy from solar radiation – an energy source that can be regarded as inexhaustible for all practical purposes.

In the social sciences

In the social sciences an open systems is a process that exchange material, energy, people, capital and information with its environment.



Open textbook

AG REMIX PLAT SHAR

An open textbook is an openly-licensed textbook offered online by its author(s). The open license sets open textbooks apart from traditional textbooks by allowing users to read online, download, or print the book at no cost.

Open textbooks are increasingly seen as a potential solution to some of the challenges with the traditional textbook publishing model.

ownership - the state or fact of exclusive rights and control over property, which may be an object,

Definition

For a textbook to be considered open, it must be licensed in a way that grants a baseline set of rights to users that are less restrictive than its standard copyright. A license or list of permissions must be clearly stated by the author.

Generally, the minimum baseline rights allow users at least the following:

- to use the textbook without compensating the author
- to copy the textbook, with appropriate credit to the author
- to distribute the textbook non-commercially
- to shift the textbook into another format (such as digital or print)

Many authors also grant rights such as:

- to add, remove or alter content in the textbook, often on the condition that derivative works must have the same license
- to copy and distribute the textbook without giving credit to the author
- to use the textbook commercially

Affordability

Since open textbooks can be used at no cost and printed at the cost of production, the use of open textbooks would reduce the cost of education significantly.

Instruction

Open textbooks are flexible in ways that traditional textbooks are not, which gives instructors more freedom to use them in the way that best meets their instructional needs.

One common frustration with traditional textbooks is the frequency of new editions, which force the instructor to modify the curriculum to the new book. Any open textbook can be used indefinitely, so instructors need only change editions when they think it is necessary.

land/real estate, intellectual property (arguably) or some other kind of property. It is embodied in an ownership right also referred to as title. the state or fact of exclusive rights and control over property, which may be an object, land/real estate, intellectual property (arguably) or some other kind of property. It is embodied in an ownership right also referred to as title.

Ownership is the key building block in the development of the capitalist socio-economic system. The concept of ownership has existed for thousands of years and in all cultures. Over the millennia, however, and across cultures what is considered eligible to be property and how that property is regarded culturally is very different. Ownership is the basis for many other concepts that form the foundations of ancient and modern societies such as money, trade, debt, bankruptcy, the criminality of theft and private vs. public property.

The process and mechanics of ownership are fairly complex since one can gain, transfer and lose ownership of property in a number of ways. To acquire property one

can purchase it with money, trade it for other property, receive it as a gift, steal it, find it, make it or homestead it. One can transfer or lose ownership of property by selling it for money, exchanging it for other property, giving it as a gift, being robbed of it, misplacing it, or having it stripped from one's ownership through legal means such as eviction, foreclosure and seizure. Ownership is self-propagating in that if an object is owned by someone, any additional goods produced by using that object will also be owned by the same person.

Many open textbooks are licensed to allow modification. This means that instructors can add, remove or alter the content to better fit a course's needs.

Furthermore, the cost of textbooks can in some cases contribute to the quality of instruction when students are not able to purchase required materials.

Licensing

The most common open licenses are:

Creative Commons

- Attribution Non-Commercial Share-Alike
- Attribution Share-Alike

GNU Free Documentation License
Public Domain

Authorship

Open textbook authors do not receive compensation for the use of their textbook. Some authors receive indirect compensation through the sale of printed copies, supplements or advertising, or are subsidized by institutions or grants.

Since it is the decision of the author to make a textbook open, authorship is voluntary.

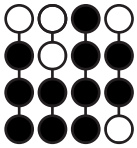
Projects

A number of projects seek to develop, support and promote open textbooks.

Higher Ed: Make Textbooks Affordable, The Open Textbooks Statement of Intent, The Community College Consortium for Open Educational Resources, The Open Textbook Project, Flat World Knowledge, Rice University Press

K-12: California Open Source Textbook Project,Global Text

General: Connexions, Wikibooks



Participatory budgeting

CO USER DEC

Participatory budgeting (BP) is a process of democratic deliberation and decision-making, in which ordinary city residents decide how to allocate part of a municipal or public budget. Participatory budgeting allows citizens to present their demands and priorities for improvement, and influence through discussions and negotiations the budget allocations made by their municipalities.

Participatory budgeting is usually characterized by several basic design features: identification of spending priorities by community members, election of budget delegates to represent different communities, facilitation and technical assistance by public employees, local and higher level assemblies to deliberate and vote on spending priorities, and the implementation of local direct-impact community projects.

Various studies have suggested that participatory budgeting results in more equitable public spending, higher quality of life, increased satisfaction of basic needs, greater government transparency and accountability, increased levels of public participation (especially by marginalized or poorer residents), and democratic and citizenship learning.

Participatory budgeting in Porto Alegre, Brazil

The first full participatory budgeting process developed in the city of Porto Alegre, Brazil, starting in 1989. Participatory budgeting was part of a number of innovative reform programs started in 1989 to overcome severe inequality in living standards amongst city residents. One

P

programming - a software development technique in which two programmers work together at one keyboard. One types in code while the other reviews each line of code as it's typed in. The person typing is called the driver. The person reviewing the code is called the observer or navigator. The two programmers switch roles frequently.
While reviewing, the observer also considers the strategic direction of the work, coming up with ideas for improvements and likely future problems to address. This frees the driver to focus all of his or her attention on the "tactical" aspects of completing the current task, using the observer as a safety net and guide. Some benefits of pair programming:

- Design quality: Shorter programs, better designs, fewer bugs. Program code must be

readable to both partners, not just the driver, in order to be checked in. Pairs typically consider more design alternatives than programmers working solo, and arrive at simpler, more-maintainable designs, as well as catch design defects very early.

• Reduced cost of development: With bugs being a particularly expensive part of software development(especially if they're caught late in the development process,) the large reduction in defect rate due to pair programming can significantly reduce software development costs.

• Learning and training: Knowledge passes easily between pair programmers: they share knowledge of the specifics of the system, and they pick up programming techniques from each other as they work. New hires quickly pick up the practices of the team through pairing.

• Overcoming difficult problems: Pairs often find that seemingly "impossible" problems become easy or even quick, or at least possible, to solve when they work together.

• Improved morale: Programmers report greater joy in their work and greater confidence that their work is correct.

third of the city's residence lived in isolated slums at the city outskirts, lacking access to public amenities (water, sanitation, health care facilities, and schools).

Participatory budgeting in Porto Alegre occurs annually, starting with a series of neighborhood, regional, and citywide assemblies, where residents and elected budget delegates identify spending priorities and vote on which priorities to implement. Porte Alegre spends about 200 million dollars per year on construction and services, this money is subject to participatory budgeting. Annual spend on fixed expenses such as debt service and pensions, are not subject to public participation. Around fifty thousand residents of Porto Alegre now take part in the participatory budgeting process (compared to 1.5 million city inhabitants), with the number of participants growing year on year since 1989. Participants are from diverse economic and political backgrounds.

The participatory budgeting cycle starts in January and assemblies across the city facilitate maximum participation and interaction. Each February there is instruction from city specialists in technical and system aspects of city budgeting. In March there are plenary assemblies in each of the city's 16 districts as well as assemblies dealing with such areas as transportation, health, education, sports, and economic development. These large meetings—with participation that can reach over 1,000—elect delegates to represent specific neighborhoods. The mayor and staff attend to respond to citizen concerns. In the following month's delegates meet weekly or biweekly in each district to review technical project criteria and district needs. City department staff may participate according to their area of expertise. At a second regional plenary, regional delegates prioritize the district's demands and elect 42 councillors representing all districts and thematic areas to serve on the Municipal Council of the Budget. The main function of the Muncipal Council of the Budget is to reconcile the demands of each district with available resources, and to propose and approve an overall municipal budget. The resulting budget is binding, though the city council can suggest, but not require changes. Only the Mayor may veto

the budget, or remand it back to the Municipal Council of the Budget (this has never happened).

Outcomes

A World Bank paper suggests that participatory budgeting has lead to direct improvements facilities in Porte Alegre. While not able to overcome wider problems such as unemployment, participatory budgeting can lead to improved conditions for the poor. Sited examples include: Sewer and water connections up from 75 percent of total households in 1988 to 98 percent in 1997. The number of has schools quadrupled since 1986.

The paper also suggests that the high number of participants, after more than a decade, suggests that participatory budgeting encourages increasing citizen involvement. And that based on the success in Porte Alegre more than 140 (about 2.5 percent) of the 5,571 municipalities in Brazil have adopted participatory budgeting. The paper states that participatory budgeting leads to "noticeable improvement in the accessibility and quality of various public welfare amenities".

Furthermore the World Bank paper points to the fact that Porto Alegre's health and education budget increased from 13 percent (1985) to almost 40 percent (1996), and that the share of the participatory budget in the total budget has increased from 17 percent (1992) to 21 percent (1999).

Participatory budgeting around the world

Since its emergence in Porto Alegre, participatory budgeting has spread to hundreds of Latin American cities, and dozens of cities in Europe, Asia, Africa, and North America. More than 200 municipalities are estimated to have initiated participatory budgeting. In some cities, participatory budgeting has been applied for school, university, and public housing budgets. These international approaches differ significantly, and they are shaped as much by their local contexts as by the Porto Alegre model.

In Europe, towns and cities in France, Italy, Germany,

• Decreased management risk: Since knowledge of the system is shared among programmers, there is less risk to management if one programmer leaves the team.

• Increased discipline and better time management: Programmers are less likely to skip writing unit tests, spend time web-surfing or on personal email, or other violations of discipline, when they are working with a pair partner. The pair partner "keeps them honest".

• Resilient flow. Pairing leads to a different kind of flow than programming alone, but it does lead to flow. Pairing flow happens more quickly: one programmer asks the other, "What were we working on?" Pairing flow is also more resilient to interruptions: one programmer deals with the interruption while the other keeps working.

• Fewer interruptions: People are more reluctant to interrupt a pair than they are to interrupt someone working alone.

• Fewer workstations required: Since two people use one workstation, half as many workstations are required.

Drawbacks

• Developer egos: Experienced developers may find it tedious to tutor a less experienced developer in a paired environment.

• Developer intimidation: A less experienced developer may feel intimidated pairing with a more experienced developer which may result in less participation.

• Developer work preference: Some engineers prefer to work alone, and may find the paired environment cumbersome.

• Tutoring cost: Experienced developers working alone may be capable of producing code that is clean and accurate at the outset, and the additional theoretical gain from pairing might not be worth the cost of an additional developer. This is especially true when producing more trivial parts of the system.

• Potential conflict: Differences in coding style may result in conflict, and personality conflicts can result in one or both developers feeling awkward or uncomfortable.

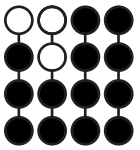
• Chat sessions: Sometimes employees might talk together too much, straying excessively into off-topic subjects, such as major news events, personal problems, etc.

• Annoying personal

Spain and the United Kingdom have initiated participatory budgeting processes. Participatory budgeting has been implemented in Canada with public housing, neighbourhood groups, and a public schools, in the cities of Toronto, Guelph, and West Vancouver. Similar budget processes have been used in communities in India and Africa. In France, the Region Poitou-Charentes has launched an experience of participatory budgeting in all its secondary schools.

Criticism

Reviewing the Brazilian and Porte Alegre experience, a World Bank paper points out that lack of representation of very poor people in the participatory budgeting process is a current shortcoming. Participation of the "very-poor" and the young is highlighted as major challange. Some critics state that participatory budgeting meetings in Brazil are usually attended almost only by militants, of the Workers' Party and akin organisations. This is in line with the conclusions in the World Bank paper, which observes that the representatives of low-income "struggles" continue to dominate the community discussion process. It is also stated that participatory budgeting may struggle to overcome existing clientelism. Other observations include that particular groups are less likely to participate once their demands have been met and that slow progress of public works can frustrate participants.



Participatory democracy

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Participatory democracy is a process emphasizing the

broad participation (decision making) of constituents in the direction and operation of political systems. While etymological roots imply that any democracy would rely on the participation of its citizens (the Greek *demos* and *kratos* combine to suggest that "the people rule"), traditional representative democracies tend to limit citizen participation to voting, leaving actual governance to politicians.

Participatory democracy strives to create opportunities for all members of a political group to make meaningful contributions to decision-making, and seeks to broaden the range of people who have access to such opportunities. Because so much information must be gathered for the overall decision-making process to succeed, technology may provide important forces leading to the type of empowerment needed for participatory models, especially those technological tools that enable community narratives and correspond to the accretion of knowledge.

Some scholars argue for refocusing the term 'participatory democracy' on community-based activity within the domain of civil society, based on the belief that a strong non-governmental public sphere is a precondition for the emergence of a strong liberal democracy. These scholars tend to stress the value of separation between the realm of civil society and the formal political realm.

habits: Sometimes people can find each other much more annoying when working up close than at separate workstations.

• Social Dynamics: It takes an extraordinary commitment for people to focus on productivity for more than an hour or so. People either get along too well or not well enough and invariably the relationship gets more attention than the code. The result is a loss in over all productivity. The child of paired programming is XRT Programming (cross-functional regression-testing).

Political variants

Political variants of participatory democracy include:

- Anticipatory democracy
- Consensus democracy
- Deliberative democracy
- Direct democracy
- Non-partisan democracy
- Grassroots democracy

paradigm - a term used in linguistics and

science to describe distinct concepts. To the 1960s, the word was specific to grammar: the 1900 Merriam-Webster dictionary defines its technical use only in the context of grammar or, in rhetoric, as a term for an illustrative parable or fable. In linguistics, Ferdinand de Saussure used paradigm to refer to a class of elements with similarities.
From the 1960s, the word has referred to thought pattern in any scientific discipline or other epistemological context. The Merriam-Webster Online dictionary defines this usage as "a philosophical and theoretical framework of a scientific school or discipline within which theories, laws, and generalizations and the experiments performed in support of them are formulated; broadly : a philosophical or theoretical framework of any kind. Historian of science Thomas Kuhn gave the word paradigm its contemporary meaning when he adopted it to refer to the set of practices that define a scientific discipline during a particular period of time. Kuhn himself came to prefer the terms exemplar and normal science, which have more exact philosophical

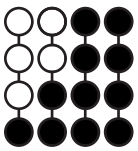
- Sociocracy

Representative democracy is not generally considered participatory. Bioregional democracy is often but not necessarily participatory. Grassroots democracy is an alternative term that has been used to imply almost any combination of the above.

Participatory politics (or parpolity) is a long-range political theory that also incorporates many of the above and strives to create a political system that will allow people to participate in politics, as much as possible in a face-to-face manner.

Panocracy or 'pantocracy' also has similarities with participatory democracy. However, it avoids the concept of *demos* or the people having a single view with the inevitable limitations that come from trying to agree what that view is. It also avoids the expectations that attach to anything called democracy.

New concepts such as open source governance, P2P governance, open source politics, and open politics seek to radically increase participation through electronic collaboration tools such as wikis and 'wikigovernment.'



Participatory design

Participatory design is an approach to design that attempts to actively involve the end users in the design process to help ensure that the product designed meets their needs and is usable. It is also used in urban design, architecture, landscape architecture and planning as a way of creating environments that are more responsive and appropriate to their inhabitants and users cultural,

emotional, spiritual and practical needs. It is one approach to placemaking. It has been used in many settings and at various scales, and in the United Kingdom is known as community architecture. It is important to understand that this approach is focused on process and is not a design style. For some, this approach has a political dimension of user empowerment and democratisation. For others, it is seen as a way of abrogating design responsibility and innovation by designers.

In several Scandinavian countries of the 1960s and 1970s, it was rooted in work with trade unions; its ancestry also includes Action research and Sociotechnical Design.

Definition

In participatory design end-users (putative, potential or future) are invited to cooperate with researchers and developers during an innovation process. Potentially, they participate during several stages of an innovation process: they participate during the initial exploration and problem definition both to help define the problem and to focus ideas for solution, and during development, they help evaluate proposed solutions.

Participatory design can be seen as a move of end-users into the world of researchers and developers, whereas empathic design can be seen as a move of researchers and developers into the world of end-users. There is a very significant differentiation between user-design and User-centered design in that there is an emancipatory theoretical foundation and a systems theory bedrock on which user-design is founded. Indeed, user-centered design is a useful and important construct, but one that suggests that users are taken as centers in the design process, consulting with users heavily, but not allowing users to make the decisions, nor empowering users with the tools that the experts use. For example, Wikipedia content is user-designed. Users are given the necessary tools to make their own entries. Wikipedia's underlying wiki software is based on user-centered design: while users are allowed to propose changes or have input on the design, a smaller and more

meanings. Paradigm shifts tend to be most dramatic in sciences that appear to be stable and mature, as in physics at the end of the 19th century. At that time, physics seemed to be a discipline filling in the last few details of a largely worked-out system. In 1900, Lord Kelvin famously stated, "There is nothing new to be discovered in physics now. All that remains is more and more precise measurement." Five years later, Albert Einstein published his paper on special relativity, which challenged the very simple set of rules laid down by Newtonian mechanics, which had been used to describe force and motion for over two hundred years. In this case, the new paradigm reduces the old to a special case in the sense that Newtonian mechanics is still a good model for approximation for speeds that are slow compared to the speed of light. In The Structure of Scientific Revolutions, Kuhn wrote that "Successive transition from one paradigm to another via revolution is the usual developmental pattern of mature science." (p.12) Kuhn's idea was itself revolutionary in its time,

specialized group decide about features and system design.

In software development

In the English-speaking world, the term has a particular currency in the world of software development, especially in circles connected to Computer Professionals for Social Responsibility (CPSR), who have put on a series of Participatory Design Conferences. It overlaps with the approach Extreme Programming takes to user involvement in design, but (possibly because of its European trade union origins) the Participatory Design tradition puts more emphasis on the involvement of a broad population of users rather than a small number of user representatives.

History in Scandinavia

In Scandinavia, research projects on user participation in systems development date back to the 1970s . The so-called "collective resource approach" developed strategies and techniques for workers to influence the design and use of computer applications at the workplace: The Norwegian Iron and Metal Workers Union (NJMF) project took a first move from traditional research to working with people, directly changing the role of the union clubs in the project. The Scandinavian projects developed an "action research" approach, emphasizing active co-operation between researchers and workers of the organization to help improve the latter's work situation. While researchers got their results, the people whom they worked with were equally entitled to get something out of the project. The approach built on people's own experiences, providing for them resources to be able to act in their current situation. The view of organizations as fundamentally harmonious —according to which conflicts in an organization are regarded as pseudo-conflicts or "problems" dissolved by good analysis and increased communication— was rejected in favor of a view of organizations recognizing fundamental "un-dissolvable" conflicts in organizations.

In the Utopia project, the major achievements were the experience-based design methods, developed through the

as it caused a major change in the way that academics talk about science. Thus, it could be argued that it caused or was itself part of a "paradigm shift" in the history and sociology of science. However, Kuhn would not recognise such a paradigm shift. Being in the social sciences, people can still use earlier ideas to discuss the history of science.

Another use of the word paradigm is in the sense of Weltanschauung (German for world view). For example, in social science, the term is used to describe the set of experiences, beliefs and values that affect the way an individual perceives reality and responds to that perception. Kuhn made significant effort discourage this popularized definition of the term, which he felt was both innaccurate and diluted the concept he had developed. Social scientists have adopted the Kuhnian phrase "paradigm shift" to denote a change in how a given society goes about organizing and understanding reality. A "dominant paradigm" refers to the values, or system of thought, in a society that are most standard and widely held at a given time. Domi-

focus on hands-on experiences, emphasizing the need for technical and organizational alternatives.

The parallel Florence project started a long line of Scandinavian research projects in the health sector. In particular, it worked with nurses and developed approaches for nurses to get a voice in the development of work and IT in hospitals. The Florence project put gender on the agenda with its starting point in a highly gendered work environment.

The 1990s led to a number of projects including the AT project and the EureCoop/EuroCode projects.

In recent years, it has been a major challenge to participatory design to embrace the fact that much technology development no longer happens as design of isolated systems in well-defined communities of work. At the dawn of the 21st century, we use technology at work, at home, in school, and while on the move.

Many groups and projects throughout Scandinavia apply participatory design research methods on a regular basis, and, hence, are part of the development and appropriation of the methods, as well as of disseminating the methods to industrial practice. Among the more prominent has been the Center for User-oriented IT-Design (CID) at the Royal Institute of Technology. With his background in the Utopia project, Yngve Sundblad and a number of collaborators have developed a platform for a number of projects where industrial partners as well as partners from the labor movement and NGOs participated.

Distributed participatory design

Distributed Participatory design (DPD) is a design approach and philosophy that supports the direct participation of users and other stakeholders in system analysis and design work. Nowadays design teams most often are distributed, which stress a need for support and knowledge gathered from design of distributed systems. Distributed Participatory design aims to facilitate understanding between different stakeholders in distributed design teams

nant paradigms are shaped both by the community's cultural background and by the context of the historical moment. The following are conditions that facilitate a system of thought to become an accepted dominant paradigm:

- Professional organizations that give legitimacy to the paradigm
- Dynamic leaders who introduce and purport the paradigm
- Journals and editors who write about the system of thought. They both disseminate the information essential to the paradigm and give the paradigm legitimacy
- Government agencies who give credence to the paradigm
- Educators who propagate the paradigm's ideas by teaching it to students
- Conferences conducted that are devoted to discussing ideas central to the paradigm
- Media coverage
- Lay groups, or groups based around the concerns of lay persons, that embrace the beliefs central to the paradigm
- Sources of funding to further research on the paradigm

by giving each the opportunity to engage in hands-on activities.

Participatory management

CO USER DEC

Participatory management is the practice of empowering employees to participate in organizational decision making. This practice grew out of the human relations movement in the 1920s, and is based on some of the principles discovered by scholars doing research in management and organization studies, such as the Hawthorne Effect.

paradigm paralysis - Perhaps the greatest barrier to a paradigm shift, in some cases, is the reality of paradigm paralysis, the inability or refusal to see beyond the current models of thinking..
Examples include Galileo's theory of a heliocentric universe, the discovery of electrostatic photography, xerography and the quartz clock.

Participatory urban planning

LOC CO USER DEC

Participatory planning is an urban planning paradigm which emphasises involving the entire community in the strategic and management processes of urban planning.

Origins

In the UN Habitat document *Building Bridges Through Participatory Planning*, Fred Fisher, president of the International Development Institute for Organization and Management, identifies *Participatory Reflection And Action*

(PRA) as the leading school of participatory planning. He identifies Paulo Freire and Kurt Lewin as key pioneers, as well as claiming planning fathers Patrick Geddes and Lewis Mumford as participatory planners. Freire's belief that poor and exploited people can and should be enabled to analyse their own reality was a fundamental inspiration for the participatory planning movement. Lewin's relevance lay in his integration of democratic leadership, group dynamics, experiential learning, action research and open systems theory, and his efforts to overcome racial and ethnic injustices.

Principles

Robert Chambers, considered by Fisher as a leading icon for the movement, defines PRA according to the following principles;

- Handing over the stick (or pen or chalk): facilitating investigation, analysis, presentation and learning by local people themselves, so they generate and own the outcomes and also learn.
- Self-critical awareness: facilitators continuously and critically examine their own behaviour.
- Personal responsibility: taking responsibility for what is done rather than relying, for instance, on the authority of manuals or on rigid rules.
- Sharing: which involves the wide range of techniques now available, from chatting across the fence to photocopies and e-mail. 5

Methods

PRA methods and approaches include:

- Do-it-yourself: local people as experts and teachers, and outsiders as novices
- Local analysis of secondary sources
- Mapping and modelling

paramita - or Parami (Sanskrit and Pali respectively) means "Perfect" or "Perfection". In Buddhism, the Paramitas refer to the perfection or culmination of certain virtues. In Buddhism, these virtues are cultivated as a way of purification, purifying karma and helping the aspirant to live an unobstructed life, while reaching the goal of Enlightenment.
In the Pali Canon's Buddhavamsa the Ten Perfections (dasa pāramiyo) are (original terms in Pali):

1. Dana parami : generosity, giving of oneself

2. Sila parami : virtue, morality, proper conduct

3.Nekkhamma parami : renunciation

4. Paññā parami : transcendental wisdom, insight

5. Viriya (also spelt v riya) parami : energy, diligence, vigour, effort

6. Khanti parami : patience, tolerance, forbearance, acceptance, endurance

7. Sacca parami : truthfulness, honesty

8. Adhitthana parami : determination, resolution

9. Metta parami : loving-kindness

10. Upekkha parami : equanimity, serenity

Two of the above virtues, Metta and Upekkha, also comprise two of the Four Immeasurables (Brahmavihara).

- Time lines and trend and change analysis
- Seasonal calendars
- Daily time-use analysis
- Institutional diagramming
- Matrix scoring and ranking
- Shared presentations and analysis, and
- Participatory planning, budgeting, implementation and monitoring.

Participatory organization

CO USER DEC

A participatory organization is an organization which is built based on people participation rather than their contract obligations.

Most current organizations are contract-based. Contracts define a functional structure that holds such an organization together by imposing mutual obligations on people. For example, an employee of a typical organization is obliged to perform a certain function in exchange for some previously agreed compensation. Once established the contract relationship is quite rigid and inflexible. A breach of contract implies severe penalties in most cases. Contracts facilitate organizational planning and often shift risks from one party to another. Contracts are necessary for existence of fixed and rigid organizational structures primarily because these structures cannot easily accommodate changes: a failure of one element can easily

become a cause of the failure of the whole organization. On the other hand, the rigidity of contracts creates a major stress for the people involved, primarily, employees.

Participatory organization is an alternative to the contract model. In the absence of obligations, any participant is free to contribute or not to contribute, free from deadlines to meet. This requires flexibility and robustness from the organizational structure. It should easily accommodate new participants and their contributions, without failing if some participants leave or fail to participate. This way it gives much flexibility to all people involved, while the organization still performs its function reliably. Some participatory organizations emerge spontaneously and are better described by the word self-organization; others are initially designed and organized by entrepreneurs. Human-based genetic algorithm is one possible model to design such an organization.

A nice property of evolutionary participatory model is its ability to scale well with the number of participants. Unlike many other organizations, it becomes more efficient as more participants get involved in it. This is sometimes called the network effect, though this term can be sometimes misleading since networks is not the only way of structuring interactions in a participatory organization. The scalability property was well explored by the Wikipedia, the largest example of participatory organization so far.

The concept of participatory organization was popularized recently by Tim O'Reilly under the name "the Architecture of Participation."

park - a protected area, in its natural or semi-natural state or planted, and set aside for human recreation and enjoyment. It may consist of, rocks, soil, water, flora and fauna and grass areas.
Wilderness parks are intact and undeveloped areas used mainly by wild species. Many parks are legally protected by law.
Protected wilderness zones are required for some wild species to survive. Some protected parks focus mainly on the survival of a few threatened species, such as gorillas or chimpanzees.

Participatory theatre

OSP USER

Participatory theatre is a form of theatre in which the audience interacts with the performers or the presenters. Classroom exercises often include elements of participatory theatre.

In the United States, avant-garde organizations invite audience members to the stage. Often, performers would socialize with audience members before the show while seating them. Then, they would surprise these members by inviting them to the stage

park and ride - (or incentive parking) facilities are public transport stations that allow commuters and other people wishing to travel into city centres to leave their personal vehicles in a car park and transfer to a bus, rail system (rapid transit, light rail or commuter rail) or carpool for the rest of their trip. The vehicle is stored in the car park during the day and retrieved when the commuter returns. Park and rides are generally located in the suburbs of metropolitan areas or on the outer edges of large cities. Park and ride schemes are often marketed as a way to avoid the difficulties and cost of parking within the city centre. Park and ride lots allow commuters to avoid the stress of driving

Peer to peer computer network

P2P

A **peer to peer** (or "**P2P**") computer network uses diverse connectivity between participants in a network and the cumulative bandwidth of network participants rather than conventional centralized resources where a relatively low number of servers provide the core value to a service or application. P2P networks are typically used for connecting nodes via largely *ad hoc* connections. Such networks are

useful for many purposes. Sharing content files (see file sharing) containing audio, video, data or anything in digital format is very common, and real-time data, such as telephony traffic, is also passed using P2P technology.

A pure P2P network does not have the notion of clients or servers but only equal ***peer*** nodes that simultaneously function as both "clients" and "servers" to the other nodes on the network. This model of network arrangement differs from the client-server model where communication is usually to and from a central server. A typical example of a file transfer that is not P2P is an FTP server where the client and server programs are quite distinct, the clients initiate the download/uploads, and the servers react to and satisfy these requests.

The earliest P2P network in widespread use was the Usenet news server system, in which peers communicated with one another to propagate Usenet news articles over the entire Usenet network. Particularly in the earlier days of Usenet, UUCP was used to extend even beyond the Internet. However, the news server system also acted in a client-server form when individual users accessed a local news server to read and post articles. The same consideration applies to SMTP email in the sense that the core email relaying network of Mail transfer agents is a P2P network while the periphery of Mail user agents and their direct connections is client server.

Some networks and channels such as Napster, OpenNAP and IRC server channels use a client-server structure for some tasks (e.g. searching) and a P2P structure for others. Networks such as Gnutella or Freenet use a P2P structure for all purposes, and are sometimes referred to as true P2P networks, although Gnutella is greatly facilitated by directory servers that inform peers of the network addresses of other peers.

P2P architecture embodies one of the key technical concepts of the Internet, described in the first Internet Request for Comments, RFC 1, "Host Software" dated 7 April 1969.

a congested part of their journey and/or facing scarce, expensive city centre parking. It is hoped that the lots will reduce both of these problems by making it easier for people to take the bus or train into town. Sometimes, even these lots become too busy, and people sometimes organise to carpool to the station to combat crowding.

participation - in social science is an umbrella term including different means for the public to directly participate in political, economic, management or other social decisions. Ideally, each actor would have a say in decisions directly proportional to the degree that particular decision affects him or her. Those not affected by a decision would have no say and those exclusively affected by a decision would have full say. Likewise, those most affected would have the most say while those least affected would have the least say. The term is also used as a synonym to profit sharing, an incentive whereby employees of a company receive a share of the profits of the company.

The concept of P2P is increasingly evolving to an expanded usage as the relational dynamic active in distributed networks, i.e. not just computer to computer, but human to human. Yochai Benkler has coined the term "commons-based peer production" to denote collaborative projects such as free software. Associated with peer production are the concept of peer governance (referring to the manner in which peer production projects are managed) and peer property (referring to the new type of licenses which recognize individual authorship but not exclusive property rights, such as the GNU General Public License and the Creative Commons licenses).

Classifications of P2P networks

P2P networks can be classified by what they can be used for:

- file sharing
- telephony
- media streaming (audio, video)
- discussion forums

Other classification of P2P networks is according to their degree of centralization.

In 'pure' P2P networks:

- Peers act as equals, merging the roles of clients and server
- There is no central server managing the network
- There is no central router

Some examples of pure P2P application layer networks designed for file sharing are Gnutella and Freenet.

There also exist countless hybrid P2P systems:

- Has a central server that keeps information on peers and responds to requests for that information.

- Peers are responsible for hosting available resources (as the central server does not have them), for letting the central server know what resources they want to share, and for making its shareable resources available to peers that request it.
- Route terminals are used as addresses, which are referenced by a set of indices to obtain an absolute address.

e.g.

- Centralized P2P network such as Napster
- Decentralized P2P network such as KaZaA
- Structured P2P network such as CAN
- Unstructured P2P network such as Gnutella
- Hybrid P2P network (Centralized and Decentralized) such as JXTA (an open source P2P protocol specification)

participatory economics - often abbreviated parecon, is a proposed economic system that uses participatory decision making as an economic mechanism to guide the production, consumption and allocation of resources in a given society.

Advantages of P2P networks

An important goal in P2P networks is that all clients provide resources, including bandwidth, storage space, and computing power. Thus, as nodes arrive and demand on the system increases, the total capacity of the system also increases. This is not true of a client-server architecture with a fixed set of servers, in which adding more clients could mean slower data transfer for all users. The distributed nature of P2P networks also increases robustness in case of failures by replicating data over multiple peers, and -- in pure P2P systems -- by enabling peers to find the data without relying on a centralized index server. In the latter case, there is no single point of failure in the system.

Unstructured and structured P2P networks

The P2P overlay network consists of all the participating peers as network nodes. There are links between any two

nodes that know each other: i.e. if a participating peer knows the location of another peer in the P2P network, then there is a directed edge from the former node to the latter in the overlay network. Based on how the nodes in the overlay network are linked to each other, we can classify the P2P networks as unstructured or structured.

An unstructured P2P network is formed when the overlay links are established arbitrarily. Such networks can be easily constructed as a new peer that wants to join the network can copy existing links of another node and then form its own links over time. In an unstructured P2P network, if a peer wants to find a desired piece of data in the network, the query has to be flooded through the network to find as many peers as possible that share the data. The main disadvantage with such networks is that the queries may not always be resolved. Popular content is likely to be available at several peers and any peer searching for it is likely to find the same thing. But if a peer is looking for rare data shared by only a few other peers, then it is highly unlikely that search will be successful. Since there is no correlation between a peer and the content managed by it, there is no guarantee that flooding will find a peer that has the desired data. Flooding also causes a high amount of signaling traffic in the network and hence such networks typically have very poor search efficiency. Most of the popular P2P networks such as Gnutella and FastTrack are unstructured.

Structured P2P network employ a globally consistent protocol to ensure that any node can efficiently route a search to some peer that has the desired file, even if the file is extremely rare. Such a guarantee necessitates a more structured pattern of overlay links. By far the most common type of structured P2P network is the distributed hash table (DHT), in which a variant of consistent hashing is used to assign ownership of each file to a particular peer, in a way analogous to a traditional hash table's assignment of each key to a particular array slot. Some well known DHTs are Chord, Pastry, Tapestry, CAN, and Tulip. Not a DHT-approach but a structured P2P network is HyperCuP.

participatory politics - or Parpolity is a theoretical political system proposed by Stephen R. Shalom, professor of political science at William Paterson University in New Jersey.
It was developed as a political vision to accompany participatory economics (Parecon). Shalom has stated that Parpolity is meant as a long range vision of where the social justice movement might want to end up, within the field of politics.
The values on which parpolity is based are freedom, self-management, justice, solidarity and tolerance. The goal, according to Shalom, is to create a political system that will allow people to participate, as much as possible in a face to face manner. The proposed decision-making principle is that every person should have say in a decision proportionate to the degree to which she or he is affected by that decision.
The vision is critical of aspects of modern representative democracies arguing that the level of political control by the

Application of P2P network outside computer science

- Bioinformatics: P2P networks have also begun to attract attention from scientists in other disciplines, especially those that deal with large datasets such as bioinformatics. P2P networks can be used to run large programs designed to carry out tests to identify drug candidates. The first such program was begun in 2001 the Centre for Computational Drug Discovery at Oxford University in cooperation with the National Foundation for Cancer Research. There are now several similar programs running under the auspices of the United Devices Cancer Research Project. On a smaller scale, a self-administered program for computational biologists to run and compare various bioinformatics software is available from Chinook. Tranche is an open-source set of software tools for setting up and administrating a decentralized network. It was developed to solve the bioinformatics data sharing problem in a secure and scalable fashion.

- Academic Search engine: The sciencenet P2P search engine provides a free and open search engine for scientific knowledge. sciencenet is based on yacy technology. Universities / research institutes can download the free java software and contribute with their own peer(s) to the global network. Liebel-Lab @ Karlsruhe institute of technology KIT.

- Education and Academia: Due to the fast distribution and large storage space features, many organizations are trying to apply P2P networks for educational and academic purposes. For instance, Pennsylvania State University, MIT and Simon Fraser University are carrying on a project called LionShare designed for facilitating file sharing among educational institutions globally.

- Military: The U.S. Department of Defense has already started research on P2P networks as part of its modern network warfare strategy. In November,

people isn't sufficient. To address this problem Parpolity suggests a system of nested councils, which would include every adult member of a given society.

pattern formation - The science of pattern formation deals with the visible, (statistically) orderly outcomes of self-organisation and the common principles behind similar patterns. A hypercycle the cyclic linkage of reaction cycles as an explanation for the self organization of prebiotic systems.

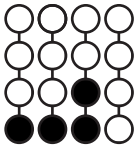
2001, Colonel Robert Wardell from the Pentagon told a group of P2P software engineers at a tech conference in Washington, DC: "You have to empower the fringes if you are going to... be able to make decisions faster than the bad guy". Wardell indicated he was looking for P2P experts to join his engineering effort. In May, 2003 Dr. Tether. Director of Defense Advanced Research Project Agency testified that U.S. Military is using P2P networks. Due to security reasons, details are kept classified.

- Business: P2P networks have already been used in business areas, but it is still in the beginning stages. Currently, Kato et al's studies indicate over 200 companies with approximately $400 million USD are investing in P2P network. Besides File Sharing, companies are also interested in Distributing Computing, Content Distribution, e-marketplace, Distributed Search engines, Groupware and Office Automation via P2P networks. There are several reasons why companies prefer P2P sometimes, such as: Real-time collaboration--a server cannot scale well with increasing volume of content; a process which requires strong computing power; a process which needs high-speed communications, etc.

- TV: Quite a few applications available to delivery TV content over a P2P network (P2PTV)

- Telecommunication: Nowadays, people are not just satisfied with "can hear a person from another side of the earth", instead, the demands of clearer voice in real-time are increasing globally. Just like the TV network, there are already cables in place, and it's not very likely for companies to change all the cables. Many of them turn to use the internet, more specifically P2P networks. For instance, Skype, one of the most widely used internet phone applications is using P2P technology. Furthermore, many research organizations are trying to apply P2P networks to cellular networks.

peer pressure - the pressure exerted by a peer group in encouraging a person to change their attitude, behavior and/or morals, to conform to, for example, the group's actions, fashion sense, taste in music and television, or outlook on life. Social groups affected include membership groups, when the individual is "formally" a member (for example, a political party,



Peer-to-peer (meme)

CO P2P

Peer to Peer or **P2P** for short, in this context refers to the meme of egalitarian networking that is currently emerging throughout society, made possible by internet technologies and a critical look at current authoritarian and centralised social structures.

The P2P paradigm has been elucidated by Michel Bauwens in his thesis *Peer to Peer and Human Evolution*.

Definition

P2P is a specific form of relational dynamic, based on the assumed equipotency of its participants, organized through the free cooperation of equals in view of the performance of a common task, for the creation of a common good, with forms of decision-making and autonomy that are widely distributed throughout the network.

It expresses itself through three fundamental social processes: 1) peer production, as the collaborative production of use value that is open to participation and use to the widest possible number (as defined by Yochai Benkler, in his landmark essay Coase's Penguin); 2) as peer governance , which is the manner in which these projects are managed; 3) and as peer property, which refers to the distribution of peer services and products through new modes of property, which are not exclusive, though recognize individual authorship (i.e. the GNU General Public License, the Creative Commons licenses).

nationality, or trade union), and social cliques. A person affected by peer pressure may or may not want to belong to these groups. In life coaching, peer pressure is defined as the necessity of the individual to create the appearance in his group(s) that all his well with him. In that scenario, peer pressure is not created externally but internally. Eric Fromm states that " The majority of well-adapted individuals ... have lost their own self at an early age and replaced it completely by a social self offered to them by society... They have no neurotic conflicts because they themselves... have disappeared."

Peer production does not produce commodities for exchange value, and does not use the price mechanism or corporate hierarchy to determine the allocation of resources. It must therefore be distinguished from both the capitalist market (though it can be linked and embedded in the broader market) and from production through state and corporate planning; as a mode of governance it differs from traditional linear hierarchies; and as a mode of property it differs from both traditional private property and state-based collective public property; it is rather the common property of its producers and users and the whole of humankind.

peer review - also known as refereeing, is the process of subjecting an author's scholarly work, research or ideas to the scrutiny of others who are experts in the same field.

Characteristics

P2P processes are not structureless, but are characterized by dynamic and changing structures which adapt themselves to phase changes. Its rules are not derived from an external authority, as in hierarchical systems, but are generated from within. It does not deny 'authority', but only fixed forced hierarchy, and therefore accepts authority based on expertise, initiation of the project, etc. P2P may be the first true meritocracy. The threshold for participation is kept as low as possible. Equipotency means that there is no prior formal filtering for participation, but rather that it is the immediate practice of cooperation which determines the expertise and level of participation. Communication is not top-down and based on strictly defined reporting rules, but feedback is systemic, integrated in the protocol of the cooperative system. Techniques of 'participation capture' and other social accounting make automatic cooperation the default scheme of the project. Personal identity becomes partly generated by the contribution to the common project. P2P characterists have been studied by Howard Rheingold *et al'*s Cooperation Project .

P2P is a network, not a linear or 'pyramidal' hierarchy (though it may have elements of it); it is 'distributed', though it may have elements of centralization and 'decentralisation'; intelligence is not located at any center, but everywhere within the system. Assumed equipotency means that P2P systems start from the premise that

'it doesn't know where the needed resource will be located', it assumes that 'everybody' can cooperate, and does not use formal rules in advance to determine its participating members. Participants are expected to self-select the module that corresponds best to their expertise. Equipotency, i.e. the capacity to cooperate, is verified in the process of cooperation itself. Validation of knowledge, acceptance of processes, are determined by the collective through the use of digital rules which are embedded in the project's basic protocol. Cooperation must be free, not forced, and not based on neutrality (i.e. the buying of cooperation in a monetary system). It exists to produce something. It enables the widest possible participation. These are a number of characteristics that we can use to describe P2P systems 'in general', and in particular as it emerges in the human lifeworld. Whereas participants in hierarchical systems are subject to the panoptism of the select few who control the vast majority, in P2P systems, participants have access to holoptism, the ability for any participant to see the whole.

peer to peer and human evolution
- an important essay by Michel Bauwens that expands the P2P meme beyond computer technology, to show that egalitarian networking is a new form of relationship that is emerging throughout society and profoundly transforming the way in which society and human civilization is organised, and that this new form of non-representational democracy is a crucial ingredient in finding the solutions to current global challenges; as well as a new and progressive ethos representing the highest aspirations of the new generations.

Levels

Level one represents the **cultural shift** in ways of being, feeling and knowing, as well as the new core value constellations that underpin the shift to a peer to peer civilization.

Level two represents the **technological distributed computing infrastructure**, the P2P media infrastructure which enables many-to-many communication, and the collaborative infrastructure which allows autonomous groups to cooperate on a global scale, outside the bounds of markets and hierarchies.

Level three represents the **legal infrastructure**. The GNU General Public License (and Open Source initiatives), which creates and expands the P2P technological infrastructure as a public domain Commons; Creative Commons licenses achieve the same effect for content creation. Technological protocols such as TCP/IP insure the participative nature of new technologies, while P2P

collectives set their own internally-generated frameworks of cooperation, within the broader framework of Internet-based civility (netiquette). Taken together they create a common property regime of public goods outside the market and the state.

Level Four represents new **social practices that are thoroughly characterized by P2P principles** (as distinguished from non-P2P formats enabled by P2P infrastructures). The first strand is represented by 'non-representational politics', politics which refuses representation, as exemplified by the alterglobalisation movement and Social Forums, the coordination format adopted by social movements. Peer production creates collective use value in the form of a Commons, and is exemplified by free software, knowledge collectives such as Wikipedia, collaborative publishing such as Indymedia. Participative spirituality represents a new way of relating to religions, the cosmos, and nature and its beings, refusing authoritarian truths and methods, sometimes practiced in the form of peer circles. It's principles and practices have been developed by John Heron and Jorge Ferrer.

Level Five are **hybrid practices that are not full P2P themselves**, but are enabled and strengthened by P2P infrastructures: examples are P2P marketplaces which do not create a commons and are run by for-profit enterprises, or who derive substantial value from user-created content; gift economies or sharing economies (the latter defined by Yochai Benkler), such as local exchange trading systems and local currencies.

permission culture - Permission culture is a term often employed by Lawrence Lessig and other copyright activists to describe a society in which copyright restrictions are pervasive and enforced to the extent that any and all uses of copyrighted works need to be explicitly leased. This has both economic and social implications: in such a society, copyright holders could require payment

Social emergence

Technology

The Internet, as it was conceived by its founders and evolved in its earliest format, was a point to point network, consisting of equal networks; and the travel of data used different sets of resources as necessary.

It is only later, after the rise of stronger and weaker networks, of open, semi-closed and closed networks, that

the Internet became hybrid; but it still in essence functions as a distributed network, having no central core to manage the system.

Its hierarchical elements, such as, the layered Internet Protocol stack (specifically designed to allow P2P processes), the domain name system (a decentralized system of authoritative servers which can disconnect participants -- you can't arrive at an address without DNS intervention), and Internet governance bodies, do not prohibit many-to-many communication and participation -- but enable it.

The evolution of the Internet is largely seen to be 'organic' rather than centrally directed, no single central player can direct it, though some players are more influential than others.

The web similarly was seen as a many-to-many publishing medium, even though it follows a semi-hierarchical client-server model (hence decentralized rather than distributed). However, it is still and will remain an essentially participative medium allowing anyone to publish his own webpages.

Because of its incomplete P2P nature, many are working on processes that would allow it to become a true P2P publishing medium in the form of the Writeable Web projects (part of the trend towards a "remixable web" that is often called Web 2.0.). It will allow anyone to publish from his own or any other computer, in the form of blogging, etc. Other P2P media are instant messaging, IP telephony systems, etc.

Filesharing systems were the first to be explicitly tagged with the P2P label, and this is probably the origin of the concept in the world of technology. In such systems, all voluntary computers on the Internet are mobilized to share files among all participating systems, whether they be documents, audiofiles, or audiovisual materials.

In June 2003, videostreaming became the application using the most Internet bandwidth, and some time before, online music distribution had already surpassed the physical distribution of CDs (in the U.S.).

for each use of a work and, perhaps more importantly, permission to make any sort of derivative work. This term is often contrasted with remix culture.

permissive licenses - a free software licence for a copyrighted work that offers many of the same freedoms as releasing a work to the public domain. In contrast, copyleft licences like the GNU General Public License require copies and derivatives of the source code to be made available on terms no more restrictive than those of the original licence.
Well-known examples of permissive licences include the MIT Licence and the BSD licences. Computer Associates Int'l v. Altai used the term "public domain" to refer to works that have

become widely shared and distributed under permission, rather than work that was deliberately put into the public domain. However, such licences are not actually equivalent to releasing a work into the public domain.

Of course, in the public mind filesharing is mostly associated with the sharing or piracy of copyrighted music and videos. Though the earliest incarnations of these P2P systems still use centralized databases, they are now, largely thanks to the efforts of the music industry, mostly true P2P systems: in particular BitTorrent and the planned development of Exeem.

Each generation of P2P filesharing has been more consistent in its applications of peer to peer principles.

Finally, grid computing uses the P2P concept to create 'participative supercomputers', where resources, spaces, and computing cycles can be borrowed from any participant in the system, on the basis of need. It is generally seen as the next paradigm for computing.

Even programming uses the P2P concept of object-oriented programming, where each object can be seen as a node in a distributed network.

All of the above shows that the new format of our technological infrastructure, which lies at the heart of economic processes, follow the P2P design. This infrastructure enables the interlinking of business processes, beyond the borders of the individual factory and company, and the interlinking of all the individuals involved.

Economics

There are two important aspects to the emergence of P2P in the economic sphere. On the one hand, as format for peer production processes (called 'Commons-based peer production' or CBPP by Y. Benkler), it is emerging as a 'third mode of production' based on the cooperation of autonomous agents. Indeed, if the first mode of production was laissez-faire based capitalism, and the second mode was the model of a centrally-planned economy, then the third mode is defined neither by the motor of profit, nor by central planning: to allocate resources and make decisions, it does not use market and pricing mechanisms, or managerial commands, but instead uses social relations.

phase locking - the process of phase locking occurs whenever the chaotic actions of the individual shifts to the ordered ac-

Peer production is a significant part of the mainstream economy, even if it is not much advertised as such in mainstream economic literature.

The second aspect, as the juridical underpinning of software creation, in the form of the GNU General Public License (GPL), or as the Creative Commons (CC) license for other creative content, it is engendering a new commons-based intellectual property regime.

Taken together the GPL, the Open Source Initiative and the Creative Commons, together with associated initiatives such as the Art Libre license, may be seen as providing the 'legal' infrastructure for the emergence and growth of P2P social and economic processes.

A further important aspect of peer production is the creation of universal public goods, i.e. the emergence of new common property regimes.

Politics

Many new political movements are taking on P2P organisational formats, such as the alterglobalisation movement. The movement sees itself as a network of networks that combines players from a wide variety of fields and opinion, who, despite the fact that they do not see eye to eye in all things, manage to unite around a common platform of action around certain key events.

They are able to mobilize vast numbers of people from every continent, without having at their disposal any of the traditional newsmedia, such as television, radio or newspapers.

Rather, they rely almost exclusively on the P2P technologies described above. Thus, Internet media are used for communication and learning on a continuous basis, prior to the mobilizations, and also during the mobilizations.

Independent Internet media platforms such as Indymedia, as well as the skillful use of mobile phones, are used for real-time response management, undertaken by small groups that use buddy-list technologies, and sometimes

tions of a collective system--when individual behavior shifts to a collective behavior (Briggs and Peat, 1989). According to Garfinkel (1987),

The word entrainment is used to refer to any situation in which small interactions among the individuals of a system have the effect of confining the total state of the system to some limited region of the global state space. In this most general sense, it is simply motion that is not ergotic - that does not wander all over the state space. (p. 200). Phase entrainment is sometimes called phase locking or synchronization. Garfinkel (1987) lists the following examples of phase entrainment:

(1)Populations of crickets entrain each other to chirp coherently.

(2)Populations of fireflies flash together.

(3) Yeast cells display coherence in glycolytic oscillation.

(4) Insects show coherence in their cycles of eclosion (emergence from the pupal to adult form).

(5) Populations of

women living together may show phase-entrainment of their ovulation cycles.

(6) Populations of secretory cells, such as in the pituitary, pancreas, and other organs, release their hormones in coherent pulses.

Garfinkel (1987) also discusses the importance of global attractors:
"In a model of cooperation as entrainment, global attractors model overall equilibria... The global attractor model of the emergence of cooperation displays the characteristic features of the self-organization paradigm." (p. 206)
Thus for two self-organizing or dissipative systems in symbiotic relationship, the cooperation between them establishes a global attractor which draws them toward their common goal. This is exactly the relationship that exists between the ego and the Self where the global attractor is the archetypal Self and the attraction is Jung's individuation process. As we will see later, each ego has but a single trajectory through phase space. But if we look at all possible ego trajectories (lives) every possible point in phase space is reached. =phase transitions=phase transi-

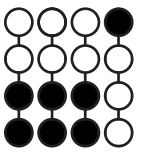
open source programs that have been explicitly designed for political activism such as TextMob.

Many reports have appeared, including those described in Howard Rheingold's Smart Mobs, about the political significance of SMS in organizing successful protests and 'democratic revolutions'.

The network model allows for a more fluid organization that does not fix any group in a permanent adversarial position. Various temporary coalitions are created on an ad hoc basis depending on the issues.

Some of peer-to-peer's biggest support comes from techno-anarchists: mainly post-left and post-scarcity anarcho-communists -- ones with syndicalist sympathies, and crypto-anarchists.

Some anarcho-communists support a non-monetary trade in the form of non-monetary P2P commons. Others such as Tiziana Terranova easily see anarcho-communism as being compatible with a non-hierarchical, open access, free association, non-monetary form of trade such as P2P.



Peer to Peer Banking

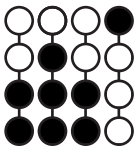
P2P USER

Peer to Peer Banking is an online system that allows individual members to complete financial transactions with one another by using an auction style process that lets members offer loans for a specific amount and at a specific rate. Buyers have the option to look for an amount and rate of interest that meets their needs.

All members are categorized by their risk level. Members can browse for other people based on various demographic information.

Since P2P banking does not use third party banking institution intermediaries the rates and terms are often much more favourable for the members.

Find industry news at: www.p2p-banking.com



Peer-to-peer lending

P2P USER

Person-to-person lending or **peer-to-peer lending** or **Social Lending** is, in its broadest sense, the name given to a certain breed of financial transaction (primarily lending & borrowing, though other more complicated transactions can be facilitated) which occurs directly between individuals ("peers") without the intermediation/ participation of a traditional financial institution. See also disintermediation. An enabling technology for person-to-person lending has been the Internet, where person-to-person lending appears in two primary variations: an "online marketplace" model and a "family and friend" model.

The marketplace model of person-to-person lending on the internet enables peer lenders to locate peer borrowers and vice-versa. This model connects borrowers with lenders through an auction-like process in which the lender willing to provide the lowest interest rate "wins" the borrower's loan. The marketplace process may include other intermediaries who package and resell the loans, but

tions - In thermodynamics, a phase transition is the transformation of a thermodynamic system from one phase to another.

At phase-transition point, physical properties may undergo abrupt change- for instance, volume of the two phases may be vastly different. As an example imagine transition of liquid water into vapour at boiling point. Phase-change memory (PRAM) is a kind of non-volatile computer memory. Prototype PRAM devices have demonstrated higher density and faster write times than flash memory.

PRAM uses chalcogenide glass, the same material utilized in re-writable optical media (such as CD-RW and DVD-RW). The amorphous, high resistance state is used to represent a binary 1, and the crystalline, low resistance state represents a 0.

the loans are ultimately sold to individuals or pools of individuals.

The "family and friend" model forgoes the auction-like process entirely and concentrates on borrowers and lenders who already know each other, as with two friends or business colleagues formalizing a personal loan. Whereas the primary benefit of the marketplace model is the "match making" aspect, the family and friend model emphasizes online collaboration, loan formalization and servicing.

Traditionally, lending institutions have benefited from scale and diversification. By pooling the available money supply and lending it out again, the impact of any one default is made trivial in light of the timely payment of the vast majority of the notes outstanding. The downside to this model is that it has introduced greater transaction overhead and removed community loyalty from the equation. Person-to-Person or Peer-to-Peer Lending models attempt to reintroduce the social components that are lost in traditional centralized banking models, while maintaining a mixed quantitative/qualitative balance of diversification - as opposed to the purely quantitative diversification available through institutional lending. They also attempt to take advantage of the lack of overhead, thereby reducing the traditional bid/ask spread implicit in traditional bank lending models. For example, a bank may offer its deposit customers a meager 1% return, yet, at the same time, lend those same customer funds out for a much higher rate of interest. Peer to Peer Lending attempts to correct this inefficiency and create a "virtuous cycle" which would allow those who have funds to lend to garner a better return, while, at the same time, providing a more favorable interest rate to those who need to borrow. It also allows individual participants to directly control their own funds, as opposed to the traditional banking/lending models which pool all funds together and completely remove individuals from decision-making.

philanthropy - the act of donating money, goods, services, time and/or effort to support a socially beneficial cause, with a defined objective and with no financial or material reward to the donor. In a more general sense, philanthropy may encompass any altruistic activity intended to promote good or improve human quality of life. One who practices philanthropy may be called a philanthropist. Although such individuals are often rich, people may perform philanthropic acts without possessing great wealth.
Philanthropy is a major source of income for fine arts and performing arts, religious, and humanitarian causes, as well as educational institutions.

Community lending is a form of Peer-to-Peer Lending which involves intra-group many-to-one or one-to-many

credit structures. It has as its theoretical premise the notion that pre-existing interpersonal relationships or other types of social connections between the transacting parties will foster increased fiscal responsibility and thereby improve repayment performance.

Similar types of mutualized credit systems are already quite often successfully employed by microfinance institutions in developing nations. For example, a microfinance institution may make a loan to an individual who is a member of small group in a certain locale, but may structure its lending agreement to hold the borrower's "social group" either directly accountable for the repayment of the loan (akin to "cosigning") or indirectly accountable (whereby the entire social group may face future consequences, such as reduced access to credit or higher future rates, if one of its members fails to repay an obligation). The principle behind this form of transaction being that it is better to diversify risk over a smaller pool of "related" individuals, rather than just a single borrower, so that the borrower's immediate community- or social-group could be positively incented to affect repayment, either through mutual ("community") support of the borrower or, as occurs in some instances, through forms of social pressure. Community lending, however, occurs (rigorously) "only" when this form of lending and borrowing is transacted on a purely intra-group basis between members of a specific community (without the involvement of a corporate institution on one side of the transaction - though the argument can be made that this model, in some ways, serves to "incorporate" pre-existing social groups).

In 2005, there was $118 million of outstanding peer-to-peer loans, and there were $269 million and $647 million in 2006 and 2007 respectively. The projected amount for 2010 is $5.8 billion.

Evolution of Banks

Traditionally there was no concept of banks or financial institutions. There was only person-to-person lending or there were rich money lenders who were lending money

planetary phase of civilization - a concept defined by the Global Scenario Group (GSG), an environmental organization that specializes in scenario analysis and forecasting. Proponents of the Planetary Phase of Civilization state that it refers to a current historical transition from a world of capitalist states and consumerist societies to a world of increased global connectivity with new global institutions (like the United Nations and the World Trade Or-

ganization), new information technologies, environmental change in the biosphere, economic globalization, and shifts in culture and consciousness. While it is generally agreed that some form of planetary society is taking shape and binding the world's people and biosphere into a common fate, the future character of global society is uncertain and contested.

to the needy. With the increase in trade and commerce, society evolved institutions which acted as intermediaries between lenders and borrowers.

Advantages

- Lenders get a fixed return
- Risk management is moved to the institutions
- Borrowers can get loans with or without collateral from these institutions based on the financial strength of the borrowers.
- Intermediary institutions gains are based on economies of scale and on the spread between the lending and borrowing rates.

Disadvantage to this model developed over a period of time :

- Many of these institutions failed and lenders and depositors lost their capital due to failures in the risk management of these institutions. This happened even though these institutions were regulated by the central banks of their respective countries.
- Inefficiency started increasing when the central banks started using these institutions to fund government deficits. Banks were asked to maintain cash and a certain percentage of the deposit in government securities with lower return rates than the loans.
- Central banks started evolving deposit guarantee schemes, however the amount of such coverage was for small deposit holders and the large deposit holders were unsecured creditors for the banks. So in case the banks failed, these depositors were getting paid on paripassu on left over monies.

Intermediaries charged the spread for the following reasons:

- Credit Risk
- Risk Management Cost
- Operational cost
- Operation Risk
- Profit margin for the intermediaries.

play - a range of voluntary, intrinsically mo-

Dis-intermediation

With the growth of internet technologies new business models evolved to remove the intermediaries like

- Employment portals - get employees and employers together
- Auction portals - get buyers and sellers together

A natural extension of these was person-to-person lending or peer-to-peer lending. In principle two models have evolved in the P2P lending space: secured P2P and unsecured P2P lending.

Secured person-to-person lending

In this model, the lender gives money to the borrower against the strength of the collateral given by the borrower. The advantage of this model is that the capital and interest of the lender is secured to the extent of the realizable value of the collateral. The Dis-intermediator provides risk management as per the terms and condition agreed upon by the lender and the borrower.

Unsecured person-to-person lending

In this model, the lender gives money to the borrower based on the credit rating of the borrower. The lender runs the risk of the capital and interest in case of failure on the part of the borrower. Two variants have evolved in this space.

Pooled Lending - the lender lends the money to a pool of borrowers with similar credit ratings. In this model the risk of capital and interest for the lender is defaulters in the pool. The risk of capital and interest of the lender is reduced considerably. See Zopa or Lending Club for examples.

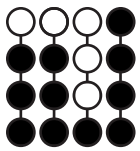
Direct Lending - the lender lends money to a borrower based on their credit rating. In this model the risk of capital and interest for the lender is that the borrower could default on the loan. See Kiva and Prosper for examples.

tivated activities that are normally associated with pleasure and enjoyment. Play may consist of amusing, pretend or imaginary interpersonal and intrapersonal interactions or interplay. The rights of play are evident throughout nature and are perceived in people and animals, particularly in the cognitive development and socialization of children. Play often entertains props, animals, or toys in the context of learning and recreation. Some play has clearly defined goals and when structured with rules is entitled a game, whereas some play exhibits no such goals nor rules and is considered to be "unstructured" in the literature.

Companies

1. dhanaX - (India) India's first online/offline P2P lending/borrowing marketplace.
2. Fynanz - (US) P2P financing for student loans.
3. Lending Club - (US) P2P lenders and borrowers matched through social connections.
4. Loanio - (US) Stealth phase P2P lending starting, scheduled for launch in 2008.
5. Loanland - (Sweden) First P2P lending company in Sweden. See www.loanland.se.
6. PretP2P - France's first P2P lending site.
7. Prosper Marketplace - (US) America's first P2P lending/borrowing auction-style marketplace.
8. PPDai - China's first P2P lending site.
9. Virgin Money - (US) Person to person lending focused on pre-existing relationships.
10. Zopa - (UK) In the UK, Zopa employs a direct person to person lending model.
11. Zopa - (US) In the US, Zopa offers guaranteed CDs to lenders and loans to borrowers.
12. Fosik - (AUS) Person to person lending service offering DIY loans and launching a loan market in Australia
13. Kokos - (Poland) Polish first P2P lending site.

playscape - a term used by landscape architects and designers who specialize in designing and building playspaces that look and feel like a natural environment.
For a playground to be considered a "playscape" the space should be as natural as possible, with as little man made components as possible. Using native plants, rolling hills, lots of trees; playscapes represent a natural place such as a forest. Playscapes are designed with the intent of bringing children and people back to nature. Playscapes offer a wide range of open-ended play options that allow children to be creative and use their imagination. Playscapes offer a wide range of developmental benefits to children, rehabilitation programs and all people in general.



Perpetual beta

CO METH

Perpetual beta is a term used to describe software or a system which never leaves the development stage of beta. It is often used by developers in order to allow them to constantly release new features that might not be fully tested. As a result, perpetual beta software is not recommended for mission critical machines.

Definition

Perpetual beta has come to be associated with the development and release of a service in which constant updates are the foundation for the habitability or usability of a service. According to publisher and open source advocate Tim O'Reilly:

"Users must be treated as co-developers, in a reflection of open source development practices (even if the software in question is unlikely to be released under an open source license.) The open source dictum, 'release early and release often', in fact has morphed into an even more radical position, 'the perpetual beta', in which the product is developed in the open, with new features slipstreamed in on a monthly, weekly, or even daily basis. It's no accident that services such as Gmail, Google Maps, Flickr, del.icio.us, and the like may be expected to bear a 'Beta' logo for years at a time."

Used in the larger conversation of what defines Web 2.0, O'Reilly described the concept of perpetual beta as part of a customized Internet environment with these applications as distinguishing characteristics:

- Services, not packaged software, with cost-effective scalability
- Control over unique, hard-to-recreate data sources that get richer as more people use them
- Trusting users as co-developers
- Harnessing collective intelligence
- Leveraging the long tail through customer self-service
- Software above the level of a single device

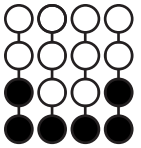
Lightweight user interfaces, development models, and business models.

pluralism - used, often in different ways, across a wide range of topics to denote a diversity of views, and stands in opposition to one single approach or method of interpretation:

- Scientific pluralism, the view that some phenomena observed in science require multiple explanations to account for their nature, and hence the denial that there is one unified scientific method
- Methodological pluralism, the view that some phenomena observed in science and so-

cial science require multiple methods to account for their nature

- Pluralism (political philosophy), the acknowledgment of a diversity of political systems
- Pluralism (political theory), holds that political power in society does not lie with the electorate but is distributed among a wide number of groups
- Pluralism (philosophy), entirely unrelated positions in metaphysics and epistemology
- Value pluralism, the idea that there are several values which may be equally correct and fundamental, and yet in conflict with each other
- Cosmic pluralism, the belief in numerous other worlds beyond the Earth, which may possess the conditions suitable for life
- Religious pluralism, a term used to describe the acceptance of all religious paths as equally valid, promoting coexistence
- Cultural pluralism, when small groups within a larger society maintain their unique cultural identities (see Multiculturalism)
- Economic pluralism, the diversity of economic methods including capitalism, cooperatives and laissez faire



Placemaking

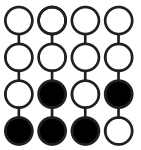
LOC SHAR USER

Placemaking is a term that began to be used in the 1970s by architects and planners to describe the process of creating squares, plazas, parks, streets and waterfronts that will attract people because they are pleasurable or interesting. Landscape often plays an important role in the design process.

These places that allow people to come together to share, commune, and play. These places provide a way for neighbourhood information to flow, and networks to connect. These congregations help a community to self-organize.

According to Bernard Hunt, an architect practicing in London:

We have theories, specialisms, regulations, exhortations, demonstration projects. We have planners. We have highway engineers. We have mixed use, mixed tenure, architecture, community architecture, urban design, neighbourhood strategy. But what seems to have happened is that we have simply lost the art of placemaking; or, put another way, we have lost the simple art of placemaking. We are good at putting up buildings but we are bad at making places.



PlanetMath

AG PLAT OSP REMIX USER

PlanetMath is a free, collaborative, online mathematics encyclopedia. The emphasis is on peer review, rigour, openness, pedagogy, real-time content, interlinked content, and community. Intended to be comprehensive, the project is located at the Digital Library Research Lab at Virginia Tech.

PlanetMath was started when the popular free online mathematics encyclopedia MathWorld was taken offline for 12 months by a court injunction as a result of the CRC Press lawsuit against the Wolfram Research company and its employee (and MathWorld's author) Eric Weisstein.

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Users may attach addenda, errata and discussions to articles. A system for private messaging among users is also in place.

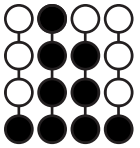
The software running PlanetMath is written in Perl and runs on Linux and the web server Apache. It is known as Noösphere and has been released under the free BSD License.

• Legal pluralism, acknowledges the existence of differing legal systems in the world

positive feedback - sometimes referred to as "cumulative causation", is a feedback loop system in which the system responds to perturbation in the same direction as the perturbation. In contrast, a system that responds to the perturbation in the opposite direction is

called a negative feedback system. These concepts were first recognized as broadly applicable by Norbert Wiener in his 1948 work on Cybernetics.
Examples of positive and negative feedback, open and closed systems can be found in ecological, biological, social systems and in engineering control systems such as servo control systems. The hyperbolic growth of the world population observed till the 1970s has recently been correlated to a non-linear second order positive feedback between the demographic growth and technological development that can be spelled out as follows: technological growth - increase in the carrying capacity of land for people - demographic growth - more people - more potential inventors - acceleration of technological growth - accelerating growth of the carrying capacity - the faster population growth - accelerating growth of the number of potential inventors - faster technological growth - hence, the faster growth of the Earth's carrying capacity for people, and so on (see, e.g., Introduction to Social Macrodynamics by Andrey Korotayev et al.).

Potlatch



SHAR LOC USER

A **potlatch** is a festival ceremony practiced by Indigenous peoples of the Pacific Northwest Coast in North America, along Pacific Northwest coast of the United States and the Canadian province of British Columbia. This includes Haida, Nuxalk, Tlingit, Tsimshian , Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish cultures. The word comes from the Chinook Jargon, meaning "to give away" or "a gift". It is a vital part of indigenous cultures of the Pacific Northwest. It went through a history of rigorous ban by the Canadian government, and has been the study of many anthropologists.

About

Edward Curtis photo of a Kwakwaka'wakw potlatch with dancers and singers.

The potlatch is a festival or ceremony practiced among Indigenous peoples of the Pacific Northwest Coast. At these gatherings a family or hereditary leader hosts guests in their family's house and hold a feast for their guests. The main purpose of the potlatch is the re-distribution and reciprocity of wealth.

During the event, different activites take place, like either singing and dancing, sometimes with masks or regalia, the barter of wealth through gifts, such as dried foods, sugar, flour, or other material things, and sometimes money. For many potlatches, spiritual ceremonies take place for different occasions. This is either through material wealth like foods and goods or immaterial things like songs, dances and such. For some cultures, like Kwakwaka'wakw, elaborate and theatrical dances are performed reflecting

the hosts genealogy and cultural wealth they possess. Many of these dances are also sacred ceremonies of secret societies like the hamatsa, or display of family origin from supernatural creatures like the dzunukwa. Typically the potlatching is practiced more in the winter seasons as historically the warmer months were for procuring wealth for the family, clan, or village, then coming home and sharing that with neighbors and friends.

Within it, hierarchical relations within and between clans, villages, and nations, are observed and reinforced through the distribution or sometimes destruction of wealth, dance performances, and other ceremonies. The status of any given family is raised not by who has the most resources, but by who distributes the most resources. The hosts demonstrate their wealth and prominence through giving away goods. The Chief of the Kwagu'ł describes the potlatch in his famous speech to anthropologist Franz Boas, "We will dance when our laws command us to dance, and we will feast when our hearts desire to feast. Do we ask the white man, 'Do as the Indian does?' It is a strict law that bids us dance. It is a strict law that bids us distribute our property among our friends and neighbors. It is a good law. Let the white man observe his law; we shall observe ours. And now, if you come to forbid us dance, be gone. If not, you will be welcome to us."

Celebration of births, rites of passages, weddings, funerals, namings, and honoring of the deceased are some of the many forms the potlatch occurs under. Although protocol differs among the Indigenous nations, the potlatch will usually involve a feast, with music, dance, theatricality and spiritual ceremonies. The most sacred ceremonies are usually observed in the winter.

It is important to note the differences and uniqueness among the different cultural groups and nations along the coast. Each nation, tribe, and sometimes clan has its own way of practicing the potlatch so as to present a very diverse presentation and meaning. The potlatch, as an overarching term, is quite general, since some cultures have many words in their language for all different specific

Population and agriculture

Agriculture and human population can be considered in a positive feedback mode , which means that one drives the other with increasing intensity. He ventures the case that this positive feedback system will end sometime with a catastrophe, as modern agriculture is using up all of the easily available phosphate and turning to monocultures which are more susceptible to collapse.

Internet

Metaphorically, cumulative causation may emerge on the Internet as an echo chamber effect, which refers to any situation in which information or ideas are amplified by transmission inside an enclosed space. Another emerging term used to describe this "echoing" and homogenizing effect on the Internet within social communities is "cultural tribalism".

The Internet may be seen as a complex system (e.g., emergent, dynamic, evolutionary), and as such, will at times illuminate the effects of positive feedback loops (i.e., the echo-chamber effect) to that system, where a

types of gatherings. Nonetheless, the main purpose has and still is the redistribution of wealth procured by families.

History

Before the arrival of the Europeans, gifts included storable food (oolichan [candle fish] oil or dried food), canoes, and slaves among the very wealthy, but otherwise not income-generating assets such as resource rights. The influx of manufactured trade goods such as blankets and sheet copper into the Pacific Northwest caused inflation in the potlatch in the late eighteenth and earlier nineteenth centuries. Some groups, such as the Kwakwaka'wakw, used the potlatch as an arena in which highly competitive contests of status took place. In rare cases, goods were actually destroyed after being received. The catastrophic mortalities due to introduced diseases laid many inherited ranks vacant or open to remote or dubious claim—providing they could be validated—with a suitable potlatch.

The potlatch was a cultural practice much studied by ethnographers. "Potlatch is a festive event within a regional exchange system among tribes of the North pacific Coast of North America, including the Salish and Kwakiutl of Washington and British Columbia." Sponsors of a potlatch give away many useful items such as food, blankets, worked ornamental mediums of exchange called "coppers", and many other various items. In return, they earned prestige. To give a potlatch enhanced one's reputation and validated social rank, the rank and requisite potlatch being proportional, both for the host and for the recipients by the gifts exchanged. Prestige increased with the lavishness of the potlatch, the value of the goods given away in it.

Potlatch ban

Potlatching was made illegal in Canada in 1885 and the United States in the late nineteenth century, largely at the urging of missionaries and government agents who considered it "a worse than useless custom" that was seen as wasteful, unproductive which was not part of "civilized" values.

lack of perturbation to dimensions of the network, prohibits a sense of equilibrium to the system. Complex systems that are characterized by negative feedback loops will create more stability and balance during emergent and dynamic behaviour.

For example, observers of journalism in the mass media describe an echo chamber effect in media discourse. One purveyor of information will make a claim, which many like-minded people then repeat, overhear, and repeat again (often in an exaggerated or otherwise distorted form) until most people assume that some extreme variation of the story is true.

Due to this condition arising in online communities, participants may find their own opinions constantly echoed back to them, and in doing so reinforce a certain sense of truth that resonates with individual belief systems. This can create some significant challenges to critical discourse within an online medium. The echo-chamber effect may also impact a lack of recognition to large demographic changes in language and culture on the Internet if individuals only create, experi-

The potlatch was seen as a key target in assimilation policies and agendas. Missionary William Duncan wrote in 1875 that the potlatch was "by far the most formidable of all obstacles in the way of Indians becoming Christians, or even civilized." Thus in 1885, the Indian Act was revised to include clauses banning the potlatch and making it illegal to practice. The official legislation read, "Every Indian or other person who engages in or assists in celebrating the Indian festival known as the "Potlatch" or the Indian dance known as the "Tamanawas" is guilty of a misdemeanor, and shall be liable to imprisonment for a term not more than six nor less than two months in a jail or other place of confinement; and, any Indian or other person who encourages, either directly or indirectly an Indian or Indians to get up such a festival or dance, or to celebrate the same, or who shall assist in the celebration of same is guilty of a like offence, and shall be liable to the same punishment."

Eventually it became amended to be more inclusive as earlier discharged on technicalities. Legislation was then expanded to include guest who participated in the ceremony. The indigenous people were too large to police, and enforce. Duncan Campbell Scott convinced Parliament to change the offense from criminal to summary, which meant 'the agents, as justice of the peace, could try a case, convict, and sentence."

Continuation

Sustaining the customs and culture of their ancestors, indigenous people now openly hold potlatch to commit to the restoring of their ancestors' ways. Potlatch now occur frequently and increasingly more over the years as families reclaim their birthright.

Sepik Coast exchange is the method of social networking and alliance in the Sepik Coast area of Papua New Guinea.

Families living along the Sepik Coast in northern Papua New Guinea form alliances with families in other communities. Depending on the importance and status of the family, it can have anywhere between 5 and 75 contacts

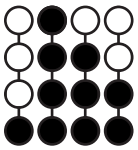
ence and navigate those online spaces that reinforce their "preferred" world view.

power - in philosophy power is a measure of a person's ability to control the environment around them, including the behavior of other people. The term authority is often used for power, perceived as legitimate by the social structure. Power can be seen as evil or unjust,

but the exercise of power is accepted as endemic to humans as social beings.

in its social network. In each surrounding town, the family knows another. When they travel to another town, they bring gifts to their contact family, and that family will house and care for them. Gifts are reciprocated when given or later when families return the visit. Common gifts are sago, tobacco, baskets, wooden bowls, and other similar items. The recipient does not specify which type of gift they would like to receive, but as a result of the vast quantity of exchanges taking place, the needs of participants are generally met.

A social field is one in which all the members have similar expectations of each other. In the social networks of the Sepik Coast, the significant expectations are hospitality, gift giving and reciprocation from friends in different villages. Alliances are passed along and preserved through many generations, because fathers bring their sons on their trips and families honor an association, no matter how long it has been since the last gift exchange.



Potluck

SHAR PLAT USER

A **potluck** is a gathering of people where each person is ***expected*** to bring a dish of food to be shared among the group.

Synonyms include: *potluck dinner*, *Jacob's join* , *Jacob's supper*, *faith supper*, *covered dish supper*, *pitch-in*, *carry-in*, *bring-a-plate*.

Folk etymology has derived the term "potluck" from the Native American custom of potlatch; the word "potluck", however, is actually of English origin. It is aportmanteau word formed from *(cooking) pot* and *lucke*. The earliest written citation is from 1592: "*That that pure sanguine complexion of yours may never be famisht with pot lucke,*"

present-giving - or gift-giving is the transfer of something, without the need for compensation that is involved in trade. A gift is a voluntary act which does not require anything in return. Even though it involves possibly a social expectation of reciprocity, or a return in the form of prestige or power, a gift is meant to

Thomas Nashe. As this shows, the original meaning was "food given away to guests", probably derived from "whatever food one is lucky enough to find in the pot", i.e. whatever food happens to be available, especially when offered to a guest. By extension, a more general meaning is "whatever is available in a particular circumstance or at a particular time."

Potluck dinners are often organized by religious or community groups, since they simplify the meal planning and distribute the costs among the participants. Smaller, more informal get-togethers with distributed food preparation may also be called potlucks. The only traditional rule is that each dish be large enough to be shared among a good portion (but not necessarily all) of the anticipated guests. In some cases each participant agrees ahead of time to bring a single course, and the result is a multi-course meal. Guests may bring in any form of food, ranging from the main course to flavorful desserts.

One variation is the **Safari Supper**, where a group of neighbors physically move between different houses for each part of the meal. Typically, this involves the preparation of one course only (a starter, main course or dessert), and visiting different neighbors for the other 2 courses. Although it is a little difficult to explain, and does require careful and complex planning, the idea is relatively straightforward: for example, Neighbor A makes a starter, and is visited by Neighbors B and C. After this, Neighbor A moves to a different house, Neighbor D, and is joined by Neighbor E. Neighbors B and C go on to different houses also, but not the same one. Finally, a similar pattern for dessert: Neighbor A moves to Neighbor F's house, joined by Neighbor G. This style of eating has recently become popular as a charity fund raiser in rural Britain, and is seen as a good way of meeting different neighbors in the community by virtue of each participant having 6 separate guests.

Another variation on the potluck dinner is the **rota** meal. Participants take turns providing food for the entire group, rather than each participant bringing a dish. For regular meals with a fairly consistent set of participants,

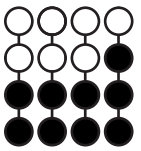
be free.
In many human societies, the act of mutually exchanging money, goods, etc. may contribute to social cohesion. Economists have elaborated the economics of gift-giving into the notion of a gift economy. By extension the term gift can refer to anything that makes the other happier or less sad, especially as a favour, including forgiveness and kindness.

profit - generally is the making of gain in business activity for the benefit of the owners of the business. The word comes from Latin meaning "to make progress," is defined in two different ways, one for economics and one for accounting. Accounting profit is the difference between price

and the costs of bringing to market whatever it is that is accounted as an enterprise (whether by harvest, extraction, manufacture, or purchase) in terms of the component costs of delivered goods and/or services and any operating or other expenses. Pure economic profit is the increase in wealth that an investor has from making an investment, taking into consideration all costs associated with that investment including the opportunity cost of capital. The social profit from a firm's activities is the normal profit plus or minus any externalities that occur in its activity. A firm may report relatively large monetary profits, but by creating negative externalities their social profit could be relatively small.

this dramatically reduces the amount of preparation effort required.

Another variation, popular in America, is the Traveling Dinner (or Progressive Supper). Each course of a meal is served at different homes. For example the appetizer is served in the first home, the entree in the second home, and the dessert in the last home. The number of courses can be expanded depending on the number of guests. Some groups may choose to have a Reverse Progressive Dinner where the diners eat the courses backwards.



Professional amateurs

CON USER

Professional amateurs (also Pro-Ams or ProAms) is a conceptual term to describe a blurring between the separate distinctions of professional and amateur within any endeavor or attainable skill that could be labeled professional, whether it is in the field of writing, sports, computer programming, music, film, etc.

The term "professional amateur" has long had meaning and significance in any endeavour where a professional contingent exists. It is probably most recognizable in the field of sports, where those who play at highly competitive or skilled level, but are not paid, are often called Pro-Ams.

Note that the term Pro-Am could also refer to a contest in which professionals play with amateurs, especially in golf.

Historical shift

The 20th century witnessed the rise of many new

professionals in fields such as medicine, science, education and politics. Amateurs and their sometimes ramshackle organizations were driven out by people who knew what they were doing and had certificates to prove it.

This historic shift is now reversing with Pro-Ams: people who pursue amateur activities to professional standards are increasingly an important part of the society and economy of developed nations. Their leisure is not passive but active and participatory. Their contribution involves the deployment of publicly accredited knowledge and skills, and is often built up over a long career involving sacrifices and frustrations.

property - any physical or virtual entity that is owned by an individual. An owner of property has the right to consume, sell, mortgage, transfer and exchange his or her property. Important types of property include real property (land), personal property (other physical possessions), and arguably intellectual property (rights over artistic creations, inventions, etc.). A title, or a right of ownership, is associated with property that establishes the relation between the goods/services and other individuals or groups, assuring the owner the right to dispense with the property in a manner he or she sees fit. Some philosophers assert that property rights arise from social convention. Others find origins for them in morality or natural law (e.g. Saint Irenaeus).

Pro-Am Revolution

Recently, the term Pro-Am has been used as a descriptor for an emerging sociological and economic trend. This has been described by a UK think tank, Demos, in the book *The Pro-Am Revolution: How enthusiasts are changing our economy and society* (2004), by Charles Leadbeater and Paul Miller.

Pro-Ams occur in populations that have more leisure time and live longer, allowing the pursuit of hobbies and interests at a professional level. For example, authors of encyclopedia articles have traditionally been paid professionals, but recently amateurs have entered the field, participating in projects such as Wikipedia. Other Pro-Am fields include astronomy, activism, surfing, software development, education, and music production and distribution. Open source/Free Software such as GNU/Linux was developed by paid professionals at companies such as Red Hat, HP and IBM together with Pro-Ams, and has become a major competitor to Microsoft.

—excerpts, *The Pro-Am Revolution* (2004)

Project management 2.0

METH DEC

Project Management 2.0 (social project management) is the natural evolution of project management practices brought by Web 2.0 technologies. This second-generation Web environment has imposed itself by virtue of new Web services and applications, which quickly replace traditional project management software. Such applications include: blogs, wikis, collaborative software, etc. With broadband as the new utility, virtual teams now can work together much more efficiently by utilizing the new-generation, Web-based project management tools. These tools challenge the original definition of project management. Project Management 2.0 represents a dramatic shift toward having collaboration as the heart of project management. The transformation appears in the role of the project manager and in the interaction with clients.

prosumption - In their book Wikinomics: How Mass Collaboration Changes Everything, Don Tapscott and Anthony D. Williams coined the related term of prosumption (production/consumption) to refer to the creation of products and services by the same people who will ultimately use them.=protologisms - neologisms that have not yet caught on widely. (In fact, "protologism" is a neologism to be avoided.) Wikipedia's manual of style states, "The use of neologisms should be avoided in Wikipedia articles because they are not well understood, are not clearly definable, and

Comparison of Traditional Project Management and Project Management 2.0

Traditional project management is based on the project manager's control. It places the manager in the center of the project work, as he needs to collect all the information from the team, process it and then communicate to upper management. It can be hard for the manager to bring the project plan to life due to the fact that all the information on the project is concentrated only around a single person — himself.

New-generation project management tools make it possible to create a collaborative space, and everyone involved in

the project is be able to contribute to the project work in this space. A project is lead and developed by the whole team, and each team member has the full information on the project. Project progress is visible to everyone on the team. A project manager from a Taskmaster becomes a project visionary and chooses the right direction for the project development The new-generation tools take away part of his burden and allow him to lead the project team.

With insight and collaboration driving a project, people and businesses are accomplishing much more than when they did with traditional project management rules that build work around a project management system, rather than the having a project management system being built around the work.

New-generation technologies bring collective intelligence into the project management process and open the way to another successful practice — emergent structures.

Together, these powerful principles determine key differences between Project Management 2.0 and traditional project management:

Traditional Project Management	Project Management 2.0
Centralization of control	Decentralization of control
Top-down planning	Bottom-up planning
Authoritarian environment	Collaborative environment
Implied structure	Emergent structures
Limited/Restricted Access to the plan	Organized/Unlimited Access to the plan
Local Access to information	Global/Live Access to information
Limited Communications within team	Unlimited Communications within team
Separate projects	Holistic approach
Overly complex tools	Easy to use tools
Rigidity of tools	Flexibility of tools

will have different meanings to different people. Created terms that add common prefixes or suffixes (such as non– or –ism) to existing words can add clarity, and this may be acceptable in some cases. If not done carefully, however, this practice can result in new terms that are misleading, ambiguous, offensive, or that lend undue weight to a particular point of view. (For instance, adding –ism to a word can sometimes be offensive, implying a belief system or political movement. It may also lead readers to believe there is an established school of thought on a topic where there is not.) Articles on protologisms are usually deleted as these articles are often created in an attempt to use Wikipedia to increase usage of the term.

Prosumer

CON METH USER DEC

Prosumer is a portmanteau formed by contracting either the word **pro**fessional or **pro**ducer with the word con**sumer**. The term has taken on multiple conflicting meanings: the business sector sees the prosumer (professional–consumer) as a market segment, whereas economists see the prosumer (producer–consumer) as having greater independence from the mainstream economy.

Definition variations

Producer and consumer

Marshall McLuhan and Barrington Nevitt suggested in their 1972 book *Take Today*, (p. 4) that with electric technology, the consumer would become a producer. In the 1984 book, *The Third Wave*, futurologist Alvin Toffler coined the term "prosumer" when he predicted that the role of producers and consumers would begin to blur and merge (even though he described it in his book *Future Shock* from 1970). Toffler envisioned a highly saturated marketplace as mass production of standardized products began to satisfy basic consumer demands. To continue growing profit, businesses would initiate a process of mass customization, that is the mass production of highly customized products.

However, to reach a high degree of customization, consumers would have to take part in the production process especially in specifying design requirements. In a sense, this is merely an extension or broadening of the kind of relationship that many affluent clients have had with professionals like architects for many decades.

pseudonym - a fictitious alternative to a person's legal name (see alias). In some cases, pseudonyms are adopted because it is part of a cultural or organizational tradition, as in the case of devotional names used by members of some religious orders and "cadre names" used by Communist party leaders such as Trotsky and Stalin.
Pseudonyms are also used to hide an individual's identity, as with writers' pen names, graffiti artists, resistance fighters or terrorists' noms de guerre and computer hackers' handles. A collective name or collective pseudonym is one shared by two or more persons. This is sometimes used by the co-authors of a work, such as Ellery Queen.
From the late eighteenth to early nineteenth centuries, it was established practice for political articles to be signed with pseudonyms. A well-known American was the pen name Publius, used by Alexander Hamilton, James Madison, and John Jay, in writing The Feder-

Toffler has extended these and many other ideas well into the 21st-century. Along with recently published works such as Revolutionary Wealth (2006), we can recognize and assess both the concept and fact of the *prosumer* as it is seen and felt on a worldwide scale. That these concepts are having global impact and reach, however, can be measured in part by noting in particular, Toffler's popularity in China. Discussing some of these issues with Newt Gingrich on C-Span's *After Words* program in June 2006, Toffler mentioned that *The Third Wave* is the second ranked bestseller of all time in China, just behind a work by Mao Zedong.

Don Tapscott more fully elaborated on the concept in his 1995 book *The Digital Economy* calling it "Prosumption."

More recently, *The Cluetrain Manifesto* noted that "markets are conversations" with the *new economy* moving from passive consumers ... to active prosumers. For instance, Amazon.com emerged as an ecommerce leader -- partially due to its ability to construct customer relations as conversations rather than simple, one-time sales. Amazon supports exchange of information among customers; it provides spaces for customers to add to the site, in the form of reviews.

However, mass customization has not taken place in most areas of the economy. Most consumption continues to be passive as critics of television, recorded music, and fast food would argue. Indeed, people are generally uninterested in going to the effort of customizing the myriad products that comprise modern consumer culture. In *The Paradox of Choice: Why More is Less*, Barry Schwartz argues that diminishing returns from a confusing abundance of consumer choice is producing stress and dissatisfaction.[3] Still, one key area of high-customization *is* taking place: highly involved hobbyists.

Professional consumer

With customization focused on leisure pursuits, Toffler's initial combination has been largely supplanted by a second pair of blurring roles: that of the professional and

alist Papers. The British political writer Junius was never identified. For a person using a computer online, a pseudonym can take the form of a handle, a user name, login name, avatar, or, sometimes, screen name or nick-name (or "nick"). On the internet, pseudonymous remailers utilise cryptography that can be used to achieve persistent pseudonymity so that two-way communication can be achieved, and reputations can be established, without linking physical identities to their respective pseudonyms.

psychodrama - a form of human development which explores, through dramatic action, the problems, issues, concerns, dreams and highest aspirations of people, groups, systems and organizations. It is mostly used as a group work method, in which each person in the group can become a therapeutic agent for each other in the group. Developed by Jacob L. Moreno, psychodrama has strong elements of theater, often conducted on a stage where props can be used. The audience is fully involved with the dramatic action. Audience involvement is either through personal interest in the concerns of the leading actor, called the protagonist; or through playing some roles of the drama which helps the protagonist; or taking the form of some of the other elements of the drama, which can give voice to the rest of our wild universe; or through active engagement as an audience member. Psychodrama's core function is the raising of spontaneity in an adequate and functional manner. It is through the raising of spontaneity that a system, whether an internal human system or

consumer. In particular, hobbyists have become ever-more demanding in the pursuits of their hobbies, often rising above the level of dilettante (an amateur, someone who dabbles in a field out of casual interest rather than as a profession or serious interest) to the point of commanding skills equal to that of professionals. Key examples of such hobbies are:

- home improvement as illustrated by the rise of hardware stores such as Home Depot
- cooking as illustrated by creation of entirely new cable television channels entirely dedicated to the culinary arts
- photography as illustrated by still cameras and camcorders that, often, are on a par with equipment used by professionals.

This *professional* slant of the prosumer term is most common in photography which is a field that highlights prosumer trends. Access to professional-level equipment and skills is made possible by combination of factors such as:

- high disposable incomes by some sectors of the population
- increased leisure time, again, for some sectors of the population
- continuously falling prices of ever more advanced products (especially electronics)
- media geared towards amateurs and hobbyists:
    - beginning in the 1980s with the advent of desktop publishing, a growing profusion of magazines to satisfy specialized interests
    - beginning in the mid-1990s with the advent of the Internet, an even wider range of websites with online forums to pool experience

- Pertaining to electronics; are considered to be "on the fence" as a product of lower quality than a professional product, and higher quality (sometimes in the form of bells and whistles) than a consumer product. Some examples include:
    - Digital camcorders
    - Still cameras
    - HDTVs

Non-corporate producer and consumer

Yet a third meaning or usage of prosumer is springing up, especially among some activist groups. That is, the producer and consumer roles are being combined so as to *exclude* (or at least diminish) the role of the corporate producer; thus, rather than generating higher corporate profits from value-added products, producers would, at best, be reduced to supplying lower-profit commodity inputs. Indeed, the more consumer-oriented prosumer spin is irrelevant to many people with diminished disposable income caused by various economic trends such as globalization, automation, and wealth concentration. Identifiable trends and movements outside of the mainstream economy that have adopted prosumer terminology and techniques include:

- a *Do It Yourself* (DIY) approach as a means of economic self-sufficiency or simply as a way to survive on diminished income
- the voluntary simplicity movement that seeks personal, social, and environmental goals through prosumer activities such as:
    - growing one's own food
    - repairing clothing and appliances rather than buying new items
    - playing musical instruments rather than listening to recorded music

an organizational system, can begin to become creative, life filled and develop new solutions to old and tired problems or adequate solutions to new situations and concerns. A psychodrama is best conducted and produced by a person trained in the method or learning the method called a psychodrama director. There are many psychodrama training institutes in many countries around the world.

public - of or pertaining to the people; relating to, or affecting, a nation, state, or community; opposed to private; as, the

- use of new media-creation and distribution technologies to foster independent media (see Indymedia); many involved in independent media reject mass culture generated by concentrated corporate media
- self-sufficient barter networks, notably in developing nations, such as Argentina's RGT have adopted the term prosumer
- These blurrings of the roles of consumer and producer have their predecessor in the cooperative self-help movements that sprang up during various economic crises e.g. the Great Depression in the 1930s.

Influence on a company's R & D budget

A fourth view of the Prosumer is as one who can influence the R & D spend of a company towards a solution that directly benefits them. For example, say you're a manufacturer of widgets. One of your strategic customers changes their requirements and asks that all their widgets sing. This is an important enough customer that losing them would seriously hurt your bottom line. Based on their request you direct a portion of your R & D budget to solve their specific problem. By using internal resources, open source initiatives and outside help you're able to meet the requirements of your customer. While the customer didn't directly make the changes they did influence your company with their design requirement changes. This arrangement has positive effects for both parties:

For the customer:

- Immediate access to the new technology.
- Requirements specific to their needs.
- Leverage their relationship with the supplier.

For the company:

- Strengthen the relationship with the customer.

public treasury, a road or lake. Public is also defined as the people of a nation not affiliated with the government of that nation.

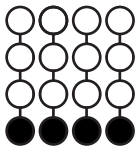
Public to the general body of mankind or of a nation, state, or community; the people, indefinitely; as, the public; also, a particular body or aggretion of people; as, an author's public. "Public network" means a network that is regulated as a common carrier.

Aggens (1983) in the paper titled "Identifying different levels of public interest in participation" states: "There is no single public, but different levels of public based on differing levels of interest and ability".

public goods - a good that is non-rivaled and non-excludable. This means, respectively, that consumption of the good by one individual does not reduce availability of the good for consumption by others; and that no one can be effectively ex-

- Demonstrates a willingness to keep their customers satisfied.
- The company now has a new feature/product/service they can market to other customers.

As customers continue to demand more of their supplier relationships, this type of Prosumer influence will only increase. Suppliers up to the task will strengthen those existing relationships, build customer loyalty and become more profitable.



Public domain

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The **public domain** is a range of abstract materials – commonly referred to as intellectual property – which are not owned or controlled by anyone. The term indicates that these materials are therefore "public property", and available for anyone to use for any purpose. The laws of various countries define the scope of the public domain differently, making it necessary to specify which jurisdiction's public domain is being discussed. Furthermore, the public domain can be defined in contrast to several forms of intellectual property; the public domain in contrast to *copyrighted* works is different from the public domain in contrast to *trademarks* or *patented* works.

The public domain is most often discussed in contrast to works restricted by copyright. Under modern law, most original works of art, literature, music, etc. are covered by copyright from the time of their creation for a limited period of time (which varies by country). When the copyright expires, the work enters the public domain. Due to legislation providing extension of copyright, it is estimated that currently, of the all books found in the world's libraries, only about 15 percent are in the public

cluded from using the good. In the real world, there may be no such thing as an absolutely non-rivaled and non-excludable good; but economists think that some goods approximate the concept closely enough for the analysis to be economically useful.

For example, if one individual drinks a milkshake, there is no milkshake left for anyone else, and it is possible to exclude others from consuming the milkshake; it is a rivaled and excludable private good. Conversely, breathing air neither significantly reduces the amount of air available to others, nor can people be effectively excluded from using the air. This makes it a public good, but one that is economically trivial, as air is a free good. A less trivial example is the exchange of MP3 music files on the internet: the use of these files by any one person does not restrict the use by anyone else and there is little effective control over the exchange of these music files.

Non-rivalness and non-excludability may cause problems for the production of such goods. Specifically, some economists have argued that

they may lead to instances of market failure, where uncoordinated markets driven by parties working in their own self interest are unable to provide these goods in desired quantities. These spanner issues are known as public goods problems, and there is a good deal of debate and literature on how to measure their significance to an economy, and to identify the best remedies. These debates can become important to political arguments about the role of markets in the economy. More technically, public goods problems are related to the broader issue of externalities.

domain, even though only 10 percent of all books are still in print; the remaining 75 percent are books abandoned by publishers, but which remain unavailable because they are still under copyright protection.

The public domain can also be defined in contrast to trademarks. Names, logos, and other identifying marks used in commerce can be restricted as proprietary trademarks for a single business to use. Trademarks can be maintained indefinitely, but they can also lapse through disuse, negligence, or widespread misuse, and enter the public domain. It is possible, however, for a lapsed trademark to become proprietary again, leaving the public domain.

The public domain also contrasts with patents. New inventions can be registered and granted patents restricting others from using them without permission from the inventor. Like copyrights, patents last for a limited period of time, after which the inventions covered by them enter the public domain and can be used by anyone.

No legal restriction on use

A creative work is said to be in the public domain if there are no laws which restrict its use by the public at large. For instance, a work may be in the public domain if no laws establish proprietary rights over the work, or if the work or its subject matter are specifically excluded from existing laws.

public transport - public transit or mass transit is passenger transport systems that transports members of the general public based on published schedules or at fixed intervals, usually charging set fares, in continuously shared vehicles. This includes rail and bus services as well as airline

Because proprietary rights are founded in national laws, an item may be public domain in one jurisdiction but not another. For instance, some works of literature are public domain in the United States but not in the European Union and vice versa.

The underlying idea that is expressed or manifested in the creation of a work generally cannot be the subject of copyright law (see idea-expression divide). Mathematical formulae will therefore generally form part of the public domain, to the extent that their expression in the form of software is not covered by copyright; however, algorithms can be the subject of a software patent in some jurisdictions.

Works created before the existence of copyright and patent laws also form part of the public domain. The Bible and the inventions of Archimedes are in the public domain. However, copyright may exist in translations or new formulations of these works.

Although "intellectual property" laws are not designed to prevent facts from entering the public domain, collections of facts organized or presented in a creative way, such as categorized lists, may be copyrighted. Collections of data with intuitive organization, such as alphabetized directories like telephone directories, are generally not copyrightable. In some countries copyright-like rights are granted for databases, even those containing mere facts. A sui generis database rights regime is in place in the European Union.

Works of the United States Government and various other governments are excluded from copyright law and may therefore be considered to be in the public domain in their respective countries. They may also be in the public domain in other countries as well.

Expiration

All copyrights and patents have always had a finite term, though the terms for copyrights and patents differ. When terms expire, the work or invention is released into public domain. In most countries, the term for patents is 20 years. A trademark registration may be renewed and remain in force indefinitely provided the trademark is used, but could otherwise become generic.

Copyrights are more complex than patents; generally, in current law, the copyright in a published work expires in all countries (except Colombia, Côte d'Ivoire, Guatemala, Honduras, Mexico, Samoa, and Saint Vincent and the Grenadines) when either of the following conditions are satisfied:

1. The work was created and first published before January 1, 1923, or at least 95 years before January 1 of the current year, whichever is later; or
2. The last surviving author died at least 70 years

services and ferries.

Public transport is provided by a company or authority that operate a fleet of vehicles. They may or may not be regulated or subsidized by authorities. The infrastructure used may be exclusive, or shared with private vehicles. Higher public transport ridership is generally seen in urban areas, and less in North America and Australia. The environmental impact of public transport is lower than private due to less use of land area and energy, at the same time reducing sprawl. The safety record of public transport is excellent compared to other modes.

In contrasts, private transport is passenger transport provided ad hoc—whether for hire or operated by the traveler. Shared transport allows multiple users to use private transport.

playground - or **play area** is an area designed for children to play freely. Modern playgrounds often have recreational equipment such as the see-saw, merry-go-round, swingset, slide, jungle gym, chin-up bars,

sandbox, spring rider, monkey bars, overhead ladder, trapeze rings, playhouses, and mazes, many of which help children develop physical coordination, strength, and flexibility, as well as providing recreation and enjoyment. Common in modern playgrounds are "play structures" that link many different pieces of equipment.

Playgrounds often also have facilities for playing informal games of adult sports, such as a baseball diamond, a skating rink, a basketball court, or a tether ball.

"Public" playground equipment refers to equipment intended for use in the play areas of parks, schools, child care facilities, institutions, multiple family dwellings, restaurants, resorts, and recreational developments, and other areas of public use.

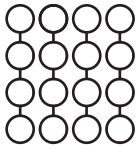
A type of playground called a playscape is designed to provide a safe environment for play in a natural setting.

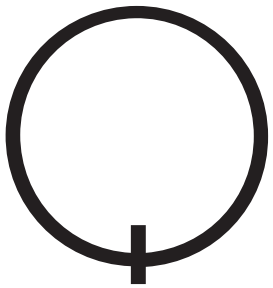
before January 1 of the current year

but only provided that both of the following also hold:

1. No Berne Convention signatory has passed a perpetual copyright on the work; and
2. Neither the United States nor the European Union has passed a copyright term extension since these conditions were last updated. (This must be a condition because the exact numbers in the other conditions depend on the state of the law *at any given moment*.)

These conditions are based on the intersection of United States and European Union copyright law, which most other Berne Convention signatories recognize. Note that copyright term extension under U.S. tradition *usually* does not *restore* copyright to public domain works (hence the 1923 date), but European tradition does because the EU harmonization was based on the copyright term in Germany, which had already been extended to life plus 70.





Quorum

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In law, a quorum is the minimum number of members of a deliberative body necessary to conduct the business of that group. Ordinarily, this is a majority of the people expected to be there, although bodies may have a lower or higher quorum.

Online communities

When votes are held in large online communities, where it may never be the case that a majority of the members are "present", the effect of quorum is different. Being absent from the vote no longer requires particular effort, but is the default case: voters are usually assumed to be absent unless they cast a vote. Online communities therefore tend to have quorums that are much less than a majority of the members.

In such votes, a non-monotonic aspect can be introduced: a voter can inadvertently swing a vote from failing to passing by voting "no", if a majority has voted "yes" and that "no" vote is the one that causes quorum to be met. With no penalty for being absent, voters are faced with a strategic choice between voting "no" and not voting.

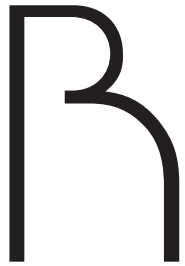
The Debian project has addressed this issue in its voting mechanisms with the idea of per-option quorum. A quorum is not set on the total number of votes, but on the number of votes a particular option (besides the status quo) must receive before it is considered. For example, in a yes/no vote, the quorum may say that at least 40 "yes" votes are required, along with "yes" having a majority of votes, for the vote to pass.

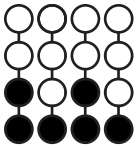
The political simulator, NationStates, and its fictional legislation, the World Assembly utilizes a 6% quorum of Regional Delegates to approve proposals.

quid pro quo - From the Latin meaning "something for something" indicates a more-or-less equal exchange or substitution of goods or services.

English speakers often use the term to mean "a favor for a favor" and the phrases "what for what", "give and take", "tit for tat (this for that)", "You scratch my back, I'll scratch yours" have similar meanings. Quid pro quo is often used as a term in England to mean 'What's in it for me?'

The word Quid is a British slang term for a unit/ units of the currency Pound Sterling (e.g. Twenty Pounds/ Twenty Quid) and is believed to come from the phrase Quid pro quo, referring to currency as a means of exchange.





Rainbow Gathering

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"Welcome home" and "We love you" are common greetings at the Rainbow Gathering.
Rainbow Gatherings are temporary intentional communities, typically held in outdoor settings, and espousing and practicing ideals of peace, love, harmony, freedom and community, as a consciously expressed alternative to mainstream popular culture, consumerism, capitalism and mass media.

Rainbow Gatherings and the "Rainbow Family of Living Light" are an expression of a Utopian impulse, combined with bohemianism and hippie culture, with roots clearly traceable to the 1960s counterculture. Mainstream society is viewed as "Babylon," connoting the participants' widely held belief that modern lifestyles and systems of government are unhealthy and out of harmony with the natural systems of planet Earth.

The original Rainbow Gathering was in 1972, and has been held annually in the United States from July 1 - 7 every year on National Forest land. Other regional and national gatherings are held throughout the year, in the United States and throughout the rest of the world.

The largest Rainbow Gatherings pose significant logistical challenges, providing up to 30,000 people with food, water, sanitation, medical care, and order in remote settings. Relations with law enforcement and local communities are frequently at issue. Media coverage is often unfavorable, focusing on drug use, nudity, and the countercultural aspects of the assemblage. Nevertheless, the Gatherings have proven durable phenomena for 37 years.

razoo - Razoo.com is a platform for social change. It facilitates people to collaborate on social projects by allowing them to declare their goals and inviting others to join them in achieving these goals.

reciprocal altruism - In evolutionary biology and

History

The first Rainbow gathering, a four-day event in Colorado in 1972, was organized by youth counterculture "tribes" based in Northern California and the Pacific Northwest. Twenty thousand people faced police roadblocks, threatening civil disobedience, and were allowed onto National Forest land. This was intended to be a onetime event; however, a second gathering in Wyoming the following year materialized at which point an annual event was declared. The length of the gatherings has since expanded beyond the original four-day span as have the number and frequency of the gatherings. ,

Values

The Rainbow Family has no leaders, no official spokespersons, no official documents, and no membership. Documents are produced as needed and maintained by various groups, and certain themes are consistently seen in this Rainbow literature:

Love
Peace
Non-violence
Environmentalism
Non-consumerism and non-commercialism
Volunteerism
Respect for others
Consensus process
Diversity

Non-Commercialism

As Michael Niman notes, "Rainbow Gatherings, as a matter of principle, are free and non-commercial." Using money to buy or sell anything at Rainbow Gatherings is taboo. There are no paid organizers, although there are volunteers ("focalizers") who are crucial to setting up the gathering site. Participants are expected to contribute

evolutionary psychology, reciprocal altruism is a form of altruism in which one organism provides a benefit to another without expecting any immediate payment or compensation. However, reciprocal altruism is not unconditional. Firstly the act of altruism must give rise to a surplus of cooperation, in the sense that the gains to the beneficiary must be perceived to be meaningfully larger than the costs to the benefactor. Secondly the act of altruism should be reciprocated by the original beneficiary if the situation is later reversed. Failure to do so will usually cause the original benefactor to withdraw future acts of altruism. A potential example of reciprocal altruism is blood-sharing in the vampire bat, in which bats feed regurgitated blood to those who have not collected much blood themselves knowing that they themselves may someday benefit from this same donation; cheaters are remembered by the colony and ousted from this collaboration. Another potential example would be the Internet file sharing communities. The ability to download (receive) a given file (an economic good) directly

money, labor, and/or material. All labor is voluntary and never formally compensated.

Aside from taking up collections (the "Magic Hat" in Rainbow parlance) for essential items purchased from the local community, there is little or no exchange of currency internally at a Gathering. The primary principle is that necessities should be freely shared, while luxuries can be traded. A designated "trading circle" is a feature at most (if not all) Gatherings. Frequently traded items include sweets ("zuzus"), crystals, and handcrafts. Snickers bars have emerged as a semi-standardized unit of exchange at some gatherings.

Consensus process

Gatherings are governed by councils, which use consensus process for making decisions. According to the Mini-manual, "Recognized Rainbow rules come from only one source, main Counsel at the annual national gatherings."

Talking circles are also a feature of rainbow gatherings. Each participant in the circle talks in turn, all the others present listening in silence. A ceremonial stick or feather is passed from person to person around the circle to mark their role as the speaker. If they don't wish to speak, they may hold or pass the stick in silence.

Creativity and Spirituality

One of the central features of the annual United States gathering is silent meditation the morning of the Fourth of July, with attendees gathering in a circle in the Main Meadow. At noon the entire assembly begins a collective "Om" which is ended with whooping and a celebration. A parade of children comes from the Kiddie Village, singing and dancing into the middle of the circle.

The gathering's greeting to new arrivals is "Welcome Home!" and "We Love You!" Many spiritual traditions are represented, often with their own kitchen, from Hare

depends on other people who already possess the same file and share it through allowing uploading it to those who want it (a process which is also called seeding). Those who receive the file and later refuse to share it with others (through seeding) are known as leeches. However, there are methods to ban leechers, ie to deny them further participation in the file sharing network.

recommender system - a specific type of information filtering (IF) technique that attempts to present information items (movies, music, books, news, images, web pages) that are likely of interest to the user. Typically, a recommender system compares the user's profile to some reference characteristics, and seeks to predict the 'rating' that a user would

Krishnas to Orthodox Jews to many varieties of Christianity and much more.

Creative events may include variety shows, campfire singing, fire-juggling, and large or small art projects. At one gathering, a cable car was rigged to carry groups of four at speed across a meadow. Faerie Camp was "alive with hundreds of bells and oddly illuminated objects." Musicians and music pervade all Gatherings, at kitchens, on the trails, and at campfires.

Gathering logistics

The annual U.S. Rainbow Gathering can attract as many as 30,000 people. Regional Rainbow gatherings can attract as many as 5,000. The U.S. national gathering centers around July 1-7th, but people come up to a month earlier to help set up (this is known as "Seed Camp") and remain on site up to a month later to participate in clean up and perform ecosystem restorations.

Although each event is more or less anarchic, practical guidelines have been reached through the consensus process and are documented in the Mini-manual. Items which are strongly discouraged at gatherings include firearms and alcohol. Other items are also discouraged including radios, tape players, sound amplifiers, and power tools.

Camps and Kitchens

Camps and kitchens are the basic community units of the Gathering. Camps may be based on regional, spiritual, or even dietary commonalities. For example, Kid Village attracts attendees with children. Brew-Ha-Ha specializes in serving herbal teas in a drug-free/smoke-free environment. Bread of Life Camp promotes Christianity.

Not all camps are kitchens, but all kitchens are camps. In addition to feeding passers-by, kitchens send food to the

give to an item they had not yet considered. These characteristics may be from the information item (the content-based approach) or the user's social environment (the collaborative filtering approach). One of the most commonly used algorithms in recommender systems is Nearest Neighborhood approach. . In a social network, a particular user's neighborhood with similar taste or interest can be found by calculating Pearson Correlation, by collecting the preference data of top-N nearest neighbors of the particular user (weighted by similarity), the user's preference can be predicted by calculating the data using certain techniques.

recursion - in com-

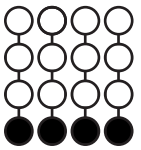
puter science is a way of thinking about and solving problems. It is, in fact, one of the central ideas of computer science.

Solving a problem using recursion means the solution depends on solutions to smaller instances of the same problem.

"The power of recursion evidently lies in the possibility of defining an infinite set of objects by a finite statement. In the same manner, an infinite number of computations can be described by a finite recursive program, even if this program contains no explicit repetitions."

Most high-level computer programming languages support recursion by allowing a function to call itself within the program text. Imperative languages define looping constructs like "while" and "for" loops that are used to perform repetitive actions. Some functional programming languages do not define any looping constructs but rely solely on recursion to repeatedly call code. Computability theory has proven that these recursive only languages are mathematically equivalent to the imperative languages, meaning they can solve the same kinds of prob-

two large communal vegetarian meals served daily in the main meadow.



Regiving

CON

Regiving is the practice of giving away one's goods to others. Regiving differs from straightforward giving in that goods are not acquired specifically for donation. Typically, goods which are surplus to requirements, which have been replaced, an unwanted gift (regifting) or no longer meet the needs of the owner are offered to others for reuse or recycling. Often the motive is explicitly environmental, with regiving fitting in with the reduce, reuse, recycle approach to conserving resources. For others, and especially in its original contexts, the motives are principally charitable.

Regiving differs from from recycling in that recycling is most often associated with breaking components down and rebuilding into new products.

Regiving networks

The internet has given new impetus to regiving, and allowed much larger networks to be built at no or minimal cost.

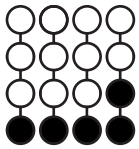
Several regiving networks have organized regiving groups around the world. Networks and directories have been set up by several organizations, whilst the actual business of regiving is carried out in tens of thousands of local groups, some independent and others affiliated or controlled by a wider network.

Most regiving networks depend on forums such as Yahoo Groups as their technology base. Forums are used because they are generally free, extensible, and well understood platforms. Groups can also operate forums independently, so that each group can be run fully by its local moderators

without any external involvement, suiting the grassroots nature of regiving.

Some regiving networks:

- FreeSharing.org, free global network
- FreeSwapper.org, free global network with user Karma ratings
- FridgeMountain.com, free UK network



Remix culture

CON USER REMIX

Remix culture is a term employed by Lawrence Lessig and other copyright activists to describe a society which allows and encourages derivative works. Such a culture would be, by default, permissive of efforts to improve upon, change, integrate, or otherwise remix the work of copyright holders. Lessig presents this as a desirable ideal and argues, among other things, that the health, progress, and wealth creation of a culture is fundamentally tied to this participatory remix process.

Sampling in musicmaking is a prime example of reuse, and hip-hop culture's implicit acceptance of the practice makes it a remix culture.

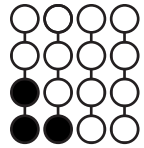
This term is often contrasted with permission culture.

Lessig is now using the term 'Read/write culture' to refer to broadly the same thing and 'Read only culture' to refer to a permission based culture. He has been queried as to his reliance on a binary opposite rather than a spectrum of permissions but this he explains is his way to broadcast this message to a mainstream audience.

lems even without the typical control structures like "while" and "for".

refactoring - Code refactoring is the process of changing a computer program's code to make it amenable to change, improve its readability, or simplify its structure, while preserving its existing functionality. In software engineering, "refactoring" source code means improving it without changing its overall results, and is sometimes informally referred to as "cleaning it up". Refactoring neither fixes bugs nor adds new functionality, though it might precede either activity. Rather it improves the understandability of the code and changes its internal structure and design, and removes dead code, to make it easier to comprehend, more maintainable and amenable to change. In extreme

programming and other agile methodologies, refactoring is an integral part of the software development cycle: developers first write tests, then write code to make the tests pass, and finally refactor the code to improve its internal consistency and clarity. Automatic unit testing ensures that refactoring preserves correctness.
Code smells are a heuristic to indicate when to refactor, and what specific refactoring techniques to use.



Respect Diversity

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The prerogative to **respect diversity**, often said to "begin with biodiversity" of non-human life, is basic to some 20th century studies such as cultural ecology, Queer studies, and anthropological linguistics.
In various forms it is promoted by many political movements, most notably feminism, gay rights, green politics and the anti-globalization movement. However it means somewhat different things in each of these. To some, diversity means bio-diversity and the existence of several distinct races and cultures. To others, diversity means the mixing and reunification of races and cultures back into one, as per the melting pot idea.

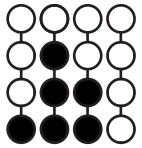
Prescriptions to respect (non-biological) diversity are common in:

- community-based economics, i.e. no one policy for all regions, especially all ecoregions
- diversity training that is designed to encourage people to be aware of how different people perceive the world and how an awareness of this can enhance efficiency of an organisation
- consensus decision making support

Some believe "diversity" is a meaningless buzzword used by those who espouse political correctness, as many counter-productive examples exist.

But others believe the development, appreciation, and fostering of diversity are key survival strategies for individuals and businesses competing in an increasing diverse world.

regeneration - a term commonly associated with the concept of renewal, or generating energy from a source that had been previously unused. Regenerative design is a process for sustainable development and Urban regeneration is another term for urban renewal. Regenerative capacity refers to a system's ability to regenerate. In biology it refers to an or-



ganisms ability to regrow damaged tissues, and is of primary interest in stem cell rese arch.

Revolutionary Knitting Circle

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A **Revolutionary Knitting Circle** is an activist group which uses craftivism (specifically knitting and other textile handicrafts) in their efforts to bring about social change.

The first Revolutionary Knitting Circle group was founded in Calgary, Canada, by Grant Neufeld in 2000. Since then, groups have formed across Canada, in the USA, and in various parts of Europe.

relaxacon - a science fiction convention which has little programming, and is unlikely to have a dealer's room, as the point of a relaxacon is the organizers can relax during the convention. Frequently, they are a chance for the organizers of a large convention to get together with the other organizers and relax once the convention is over, and are held a month or more after the regular convention. Some large conventions use relaxacons as a reward for volunteers, and as a way of using up leftover supplies.

Purpose

The groups claim three main goals:

Promoting community independence

They hold that communities and nations are currently subject to the corporate rule and that a goal of the Revolutionary Knitting Circles is to return them to independence from that rule.

While not advocating an end to trade (be it local or international), the groups are working to build the capacity for all necessary subsistence production at the community level. The theory being that, with the ability to take care of all essential needs, communities will be in a position to say no to trade deals they do not want.

Breaking down social divisions

The Revolutionary Knitting Circles oppose various social divisions, including age, gender, race and class. The groups actively seek to include a diverse range of people, from

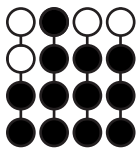
across those divisions, in cooperative efforts.

This goal is also served by having the groups often publicly represented by youthful males (such as the founder). Given the common view of knitting as work associated with middle- and lower-class women - typically older women - the groups hope that this representation will help to counter stereotypes.

Changing how activism is done

The groups hope to increase participation in activism by offering a different approach from the often intense, and sometimes hostile, modes of activism most commonly associated with social justice movements.

remix - John Von Seggern of the ethnomusicology department at the University of California, Riverside says that the remix "is a major conceptual leap: making music on a meta-structural level, drawing together and making sense of a much larger body of information by threading a continuous narrative through it. This is what begins to emerge very early in the hiphop tradition in works such as Grandmaster Flash's pioneering mix recording Adventures on the Wheels of Steel. The importance of this cannot be overstated: in an era of information overload, the art of remixing and sampling as practiced by hiphop DJs and producers points to ways of working with information on higher levels of organization, pulling together the efforts of others into a multilayered multireferential whole which is much more than the sum of its parts."
A remix may also refer to a non-linear re-inter-



Rochedale Principles

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The **Rochdale Principles** are a set of ideals for the operation of cooperatives. They were first set out by the Rochdale Society of Equitable Pioneers in Rochdale, England, in 1844, and have formed the basis for the principles on which co-operatives around the world operate to this day. The implications of the Rochdale Principles are a focus of study in co-operative economics. The original Rochdale Principles were officially adopted by the International Co-operative Alliance (ICA) in 1937 as the Rochdale Principles of Co-operation. Updated versions of the principles were adopted by the ICA in 1966 as the Co-operative Principles and in 1995 as part of the Statement on the Co-operative Identity.

Current ICA version of co-operative principles (1995)

The Rochdale Principles according to the 1995 ICA revision are detailed below.

Voluntary and open membership

The first of the Rochdale Principles states that co-operative societies must have an open and voluntary membership. According to the ICA's Statement on the Co-operative Identity, "Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination."

Anti-discrimination

To discriminate socially is to make a distinction between people on the basis of class or category without regard to individual merit. Examples of social discrimination include racial, religious, sexual, sexual orientation, disability, and ethnic discrimination. To fulfill the first Rochdale Principle, a Co-operative society should not prevent anyone willing to participate from doing so on any of these grounds. However, this does not prohibit the co-operative from setting ground rules for membership, such as residing in a specific geographic area or payment of a membership fee to join, so long as all persons meeting such criteria are able to participate if they so choose.

Motivations and rewards

Given the voluntary nature of co-operatives, it requires a motivation to encourage people to participate. Each person's motivations will be unique, and will vary from one co-operative to another, but will often be a combination of the following:

Financial - Some co-operatives are able to provide members with financial benefits.

Quality of life – serving the community through a co-operative because doing service makes one's own life better - is perhaps the most significant motivation for volunteering. It is often mixed with a good dose of altruism. Included here would be the benefits people get from being

pretation of a given work or media other than audio. Such as a hybridizing process combining fragments of various works. The process of combining and re-contextualizing will often produce unique results independent of the intentions and vision of the original designer/artist. Thus the concept of a remix can be applied to visual or video arts, and even things farther afield.

restorative justice - commonly known as a theory of criminal justice that focuses on crime as an act by an offender against another individual or community rather than the state. Dialog between the offending person and the person who has been harmed is a central process within restorative justice. The person who has harmed takes responsibility for their ac-

with other people, staying active, and above all having a sense of the value of ourselves in society that may not be as clear in other areas of life.

Giving Back – many people have in some way benefited from the work of a co-operative, or more generally, and volunteer to give back.

Altruism – volunteering for the benefit of others. Most people argue that there are no purely altruistic volunteers – altruism is a common motivation but never the only motivation for sustained commitment to serve – there is always some aspect of personal gain or satisfaction

A sense of duty – some see participation in community as a responsibility that comes with citizenship – in this case they may not describe themselves as volunteers

Career Experience - Volunteering offers experiences that can add to career prospects.

Democratic member control

The second of the Rochdale Principles states that co-operative societies must have democratic member control. According to the ICA's Statement on the Co-operative Identity, "Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organised in a democratic manner."

Member economic participation

Member economic participation is one of the defining features of co-operative societies, and constitutes the third Rochdale Principle in the ICA's Statement on the Co-operative Identity. According to the ICA, co-operatives are enterprises in which "Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition

tions and the person who has been harmed is able to take a central role in the process, in many instances receiving an apology and reparation directly or indirectly from the person who has caused the harm through the use of a mediator or facilitator.

Restorative justice is a broad term which encompasses a growing social movement to institutionalize peaceful approaches to harm, problem-solving and violations of legal and human rights. These range from international peacemaking tribunals such as the South Africa Truth and Reconciliation Commission to innovations within the criminal and juvenile justice systems, schools, social services and communities. Rather than privileging the law, professionals and the state, restorative resolutions engage those who are harmed, wrongdoers and their affected communities in search of solutions that promote repair, reconciliation and the rebuilding of relationships. Restorative justice seeks to build partnerships to reestablish mutual responsibility for constructive responses to wrongdoing within our communities. Restorative

of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership." This principle, in turn, can be broken down into a number of constituent parts.

approaches seek a balanced approach to the needs of the victim, wrongdoer and community through processes that preserve the safety and dignity of all"

Democratic control

The first part of this principle states that "Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative." This enshrines democratic control over the co-operative, and how its capital is used.

reusability - In computer science and software engineering, reusability is the likelihood a segment of source code can be used again to add new functionalities with slight or no modification. Reusable modules and classes reduce implementation time, increase the likelihood that prior testing and use has eliminated bugs and localizes code modifications when a change in implementation is required.

Limitations on member compensation and appropriate use of surpluses

The second part of the principle deals with how members are compensated for funds invested in a Co-operative, and how surpluses should be used. Unlike for profit corporations, co-operatives are a form of social enterprise. Given this, there are at least three purposes for which surplus funds can be used, or distributed, by a Co-operative.

"Members usually receive limited compensation, if any, on capital subscribed as a condition of membership."

"Developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible;" in other words, the surplus can be reinvested in the co-operative.

Benefiting members in proportion to their transactions with the co-operative;" for example, a Consumers' Co-operative may decide to pay dividends based on purchases (or a 'divvi').

"Supporting other activities approved by the membership."

revolution - from the Latin revolutio, "a turn around", is a fundamental change in power or organizational structures that takes place in a relatively short period of time. Revolutions are usually recognized as having transpired in society, culture, philosophy and technology much more than political systems; they are often known as social revolutions

royalty-free - refers to a type of contract between a two entities (the licensor and licensee), that is employed when licensing the rights to use content, such as photographs. The term Royalty Free means that once the content is licensed under a set of guidelines, the licensee is normally free to use it in perpetuity without paying additional royalty charges.
The Royalty Free license contrasts with the rights-managed license, wherein the buyer usually receives

Autonomy and independence

The fourth of the Rochdale Principles states that co-operative societies must be autonomous and independent. According to the ICA's Statement on the Co-operative Identity, "Co-operatives are autonomous, self-help organizations controlled by their members. If they enter to agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy."

Education, training, and information

The fifth of the Rochdale Principles states that co-operative societies must provide education and training to their members and the public. According to the ICA's Statement on the Co-operative Identity, "Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of co-operation."

Cooperation among cooperatives

The sixth of the Rochdale Principles states that co-operatives cooperate with each other. According to the ICA's Statement on the Co-operative Identity, "Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures."

Concern for community

The seventh of the Rochdale Principles states that co-operative societies must have concern for their communities. According to the ICA's Statement on the Co-operative Identity, "Co-operatives work for the sustainable development of their communities through policies approved by their members."

Previous versions:

Original version (1844)

- Open membership.
- Democratic control (one person, one vote).
- Distribution of surplus in proportion to trade.
- Payment of limited interest on capital.
- Political and religious neutrality.
- Cash trading (no credit extended).
- Promotion of education.

ICA revision (1966)

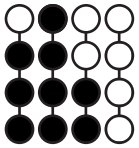
- Open, voluntary membership.
- Democratic governance.
- Limited return on equity.
- Surplus belongs to members.
- Education of members and public in cooperative principles.
- Cooperation between cooperatives.

the right to use the content in very specific ways, with restrictions placed on things like period of time used, geographic region, industry, size published, etc. Rights Managed is so called because the licensor is specifically managing the publishing rights for the content.

For an image that has been licensed as Royalty Free, the licensor is unable to provide a history of usage to a prospective licensee. This may negatively affect the licensee, because they cannot be assured specific content is not being used in a certain geographical region by a competitor, for example. There are examples of the same Royalty Free content being used in large promotional advertising campaigns by competitors.

The concept of Royalty Free comes from copyright, a statute that allows authors and publishers of works to be the sole arbiter of the exploitation of that work, and to set fees associated with that work. The economic incentives afforded by copyright give artists one way to make a living through their creative works.

Scrum



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The scrum model can be extended to non-software projects as an organic emergent collaborative model - AL

Scrum is an iterative incremental process of software development commonly used with agile software development.

Although Scrum was intended to be for management of software development projects, it can be used in running software maintenance teams, or as a program management approach: *Scrum of Scrums*.

scale invariance - Scale invariance means that something looks the same close up as far away. This is fractal behavior. At a critical point a system can be scaled-up and still work.Some systems like a potluck or open mic cannot really be scaled up. And if you tried to, they would behave very different. Some projects like Wikipedia or Linux open source software, when 10 times or 100 times more people contribute will still work in a similar way. They
are scalable. They are near the critical point on the organizational phase diagram located in the appendix of this book.

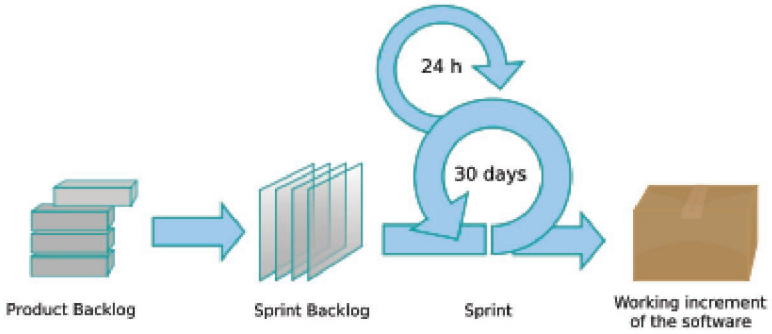
History

- In 1986, Hirotaka Takeuchi and Ikujiro Nonaka described a new holistic approach which increases speed and flexibility in commercial new product development:
    - They compare this new **holistic approach**, in which the phases strongly overlap and the whole process is performed by one cross-functional team across the different phases, to **rugby**, where the whole team *"tries to go to the distance as a unit, passing the ball back and forth"*.
    - The case studies come from the automotive, photo machine, computer and printer industry.
- In 1991, DeGrace and Stahl, in *Wicked Problems, Righteous Solutions* referred to this approach as Scrum, a rugby term mentioned in the article by Takeuchi and Nonaka.
- In 1995 Sutherland and Schwaber jointly presented

a paper describing Scrum at OOPSLA '95 in Austin, its first public appearance. Schwaber and Sutherland collaborated during the following years to merge the above writings, their experiences, and industry best practices into what is now known as Scrum.

- In 2001 Schwaber teamed up with Mike Beedle to write up the method in the book Agile Software Development with SCRUM.

Characteristics of Scrum



The Scrum process

Scrum is a process skeleton that includes a set of practices and predefined roles. The main roles in scrum are the *ScrumMaster* who maintains the processes and works similar to a project manager, the *Product Owner* who represents the stakeholders, and the *Team* which includes the developers.

During each *sprint*, a 15-30 day period (length decided by the team), the team creates an increment of *potential shippable* (usable) software. The set of features that go into each sprint come from the *product backlog*, which is a prioritized set of high level requirements of work to be done. What backlog items go into the sprint is determined during the *sprint planning meeting*. During this meeting the Product Owner informs the team of the items in the product backlog that he wants completed. The team then determines how much of this they can commit to complete during the next sprint. During the sprint, no one is able to change the sprint backlog, which means that

self-organized criticality - a property of (classes of) dynamical systems which have a critical point as an attractor. Their macroscopic behaviour thus displays the spatial and/or temporal scale-invariance characteristic of the critical point of a phase transition, but without the need to tune control parameters to precise values. The phenomenon was first identified by Per Bak, Chao Tang and Kurt Wiesenfeld ("BTW") in a seminal paper published in 1987 in Physical Review Letters, and is considered to be one of the mechanisms by which complexity arises in nature. Its concepts have been enthusiastically applied across fields as diverse as geophysics, physical cosmology, evolutionary biology and ecology, economics, quantum gravity, sociology, solar physics, plasma physics, neurobiology and others.
SOC is typically observed in slowly-driven non-equilibrium systems with extended degrees of freedom and a high level of nonlinearity. Many in-

dividual examples have been identified since BTW's original paper, but to date there is no known set of general characteristics that guarantee a system will display SOC.

the requirements are frozen for sprint.

There are several good implementations of systems for managing the Scrum process and the "sprints" while others prefer to use yellow stickers and white-boards. One of Scrum's biggest advantages is that it is very easy to learn and requires little effort to start using.

Scrum roles

Several roles are defined in Scrum; these are divided into two groups; pigs and chickens, based on a joke about a pig and a chicken.

A pig and a chicken are walking down a road. The chicken looks at the pig and says, "Hey, why don't we open a restaurant?" The pig looks back at the chicken and says, "Good idea, what do you want to call it?" The chicken thinks about it and says, "Why don't we call it 'Ham and Eggs'?" "I don't think so," says the pig, "I'd be committed but you'd only be involved."

search engine - an information retrieval system designed to help find information stored on a computer system. Search engines help to minimize the time required to find information and the amount of information which must be consulted, akin to other techniques for managing information overload.
The most public, visible form of a search engine is a Web search engine which searches for information on the World Wide Web. a search engine that utilizes human participation to filter the search results and assist users in clarifying their search request. The goal is to provide users with a limited number of relevant results, as opposed to traditional search engines that often return a

So the *pigs* are committed to building software regularly and frequently, while everyone else is a *chicken*: interested in the project but really irrelevant because if it fails they're not a *pig*, that is they weren't the ones that committed to doing it. The needs, desires, ideas and influences of the *chicken* roles are taken into account, but not in any way letting it affect or distort or get in the way of the actual Scrum project.

"Pig" roles

Pigs are the ones committed to the project and the Scrum process; they are the ones with "their bacon on the line."

Product Owner

: The *Product Owner* represents the voice of the customer. They ensure that the Scrum Team works with the right things from a business perspective. The Product Owner writes User Stories, prioritizes them, then places them in the Product Backlog.

ScrumMaster (or Facilitator)

: *Scrum* is facilitated by a *ScrumMaster*, whose primary

job is to remove impediments to the ability of the team to deliver the sprint goal. The *ScrumMaster* is not the leader of the team (as they are self-organizing) but acts as a buffer between the team and any distracting influences. The ScrumMaster ensures that the Scrum process is used as intended. The ScrumMaster is the enforcer of rules and sprints of practice.

Team

The team has the responsibility to deliver the product. A small team of 5-9 people with cross-functional skills to do the actual work (designer, developer etc.).

"Chicken" roles

Chicken roles are not part of the actual Scrum process, but must be taken into account. An important aspect of an Agile approach is the practice of involving users, business and stakeholders into part of the process. It is important for these people to be engaged and provide feedback into the outputs for review and planning of each sprint.

Users

The software is being built for someone! *If software is not used* - much like 'the tree falling in a forest' riddle - *was it ever written?*

Stakeholders (Customers, Vendors)

The people that will enable the project, but are not directly involved in the process.

Managers

People that will set up the environment for the product development organization.

The Scrum meeting

Each day during the sprint, a project status meeting occurs. This is called a *scrum* or "the daily standup". The scrum has specific guidelines:

1. The meeting starts precisely on time with team-decided punishments for tardiness (e.g. money, push-ups, hanging a rubber chicken around your neck)

large number of results that may or may not be relevant. A meta-search engine is a search tool that sends user requests to several other search engines and/or databases and aggregates the results into a single list or displays them according to their source. Metasearch engines enable users to enter search criteria once and access several search engines simultaneously. Metasearch engines operate on the premise that the Web is too large for any one search engine to index it all and that more comprehensive search results can be obtained by combining the results from several search engines. This also may save the user from having to use multiple search engines separately.

The term Metasearch is frequently used to classify a set of commercial search engines, see the list of search engines, but is also used to describe the paradigm of searching multiple data sources in real time. The National Information Standards Organization (NISO) uses the terms Federated Search and Metasearch interchangeably to describe this web search paradigm.

2. All are welcome, but only "pigs" may speak
3. The meeting is timeboxed at 15 minutes regardless of the team's size.
4. All attendees should stand (it helps to keep meeting short)
5. The meeting should happen at the same location and same time every day

During the meeting, each team member answers three questions:

- What have you done since yesterday?
- What are you planning to do by tomorrow?
- Do you have any problems preventing you from accomplishing your goal? (It is the role of the ScrumMaster to remember these impediments.)

After each sprint a *sprint retrospective* is held, at which all team members reflect about the past sprint. The purpose of the retrospective is to make continuous process improvement. This meeting is timeboxed at four hours.

Scrum enables the creation of self-organizing teams by encouraging co-location of all team members, and verbal communication across all team members and disciplines that are involved in the project.

A key principle of Scrum is its recognition that during a project the customers can change their minds about what they want and need (often called requirements churn), and that unpredicted challenges cannot be easily addressed in a traditional predictive or planned manner. As such, Scrum adopts an empirical approach – accepting that the problem cannot be fully understood or defined, focusing instead on maximizing the team's ability to deliver quickly and respond to emerging requirements.

Documents

Product backlog

The **product backlog** is a high-level document for the entire project. It contains broad descriptions of all required features, wish-list items, etc. It is the "What" that will be

self-archiving - involves depositing a free copy of a digital document on the World Wide Web in order to provide open access to it. The term usually refers to the self-archiving of peer reviewed research journal and conference articles as well as theses, deposited in the author's own institutional repository or open archive for the purpose of maximizing its accessibility, usage and citation impact.
Self-archiving is one of two general methods for providing open access. The other is open access publishing in an open access journal. The former is sometimes called the "green" and the latter the "golden" road to open access.

self-assembly -

built. It is open and editable by anyone. It contains rough estimates, usually in days. This estimate helps the Product Owner to gauge the timeline and, to a limited extent, priority (e.g. if "add spellcheck" feature is estimated at 3 days vs 3 months, that may affect the Product Owner's desire).

term used to describe processes in which a disordered system of pre-existing components forms an organized structure or pattern as a consequence of specific, local interactions among the components themselves, without external direction. Self-assembly can be classified as either static or dynamic. In static self-assembly, the ordered state forms as a system approaches equilibrium, reducing its free energy. However in dynamic self-assembly, patterns of pre-existing components organized by specific local interactions are not commonly described as "self-assembled" by scientists in the associated disciplines. These structures are better described as "self-organized".

Sprint backlog

The **sprint backlog** is a greatly detailed document containing information about *how* the team is going to implement the requirements for the upcoming sprint. Tasks are broken down into *hours* with no task being more than 16 hours. If a task is greater than 16 hours, it should be broken down further. Tasks on the sprint backlog are never assigned, rather tasks are signed-up for by the team members as they like.

Burn down

The burn down chart is a publicly displayed chart showing the number of tasks remaining for the current sprint or the number of items on the product backlog. It should not be confused with an earned value chart. A burn down chart could be flat for most of the period covered by a sprint and yet the project could still be on schedule.

Adaptive project management

Following are some general practices of Scrum:

- Customers become a part of the development team. (i.e. the customer must be genuinely interested in the output.)
- Like all other forms of agile software processes, Scrum has frequent intermediate deliveries with working functionality. This enables the customer to get working software earlier and enables the project to change its requirements according to changing needs.
- Frequent risk and mitigation plans developed by the development team itself. – Risk Mitigation, Monitoring and Management (risk analysis) at

self-replication - any process by which a thing might make a copy of itself. Biological cells, given suitable environments, reproduce by cell division. During cell division, DNA is replicated and can be transmitted to offspring during reproduction. Biological viruses can reproduce, but only by commandeering the reproductive machinery of cells through a process of infection. Computer viruses reproduce using the hardware and software already present on computers. Memes reproduce using the human mind and culture as their reproductive machinery.

every stage and with genuinity.

- Transparency in planning and module development – Let everyone know who is accountable for what and by when.
- Frequent stakeholder meetings to monitor progress – Balanced (Delivery, Customer, Employee, Process) Dashboard updates – Stakeholders' update – You have to have Advance Warning Mechanism, i.e. visibility to potential slippage / deviation ahead of time.
- No problems are swept under the carpet. No one is penalized for recognizing or describing any unforeseen problem.
- Workplaces and working hours must be energized. – "Working more hours" does not necessarily mean "producing more output."

Scrum terminology

The following terminology is used in Scrum :

Roles

Product Owner
: The person responsible for maintaining the Product Backlog by representing the interests of the stakeholders.

ScrumMaster
: The person responsible for the Scrum process, making sure it is used correctly and maximizes it benefits.

Team
: A cross-functional group of people responsible for managing itself to develop the product.

Scrum Team
: Product Owner, ScrumMaster and Team

Artifacts

Sprint Burn Down Chart
: Daily progress for a Sprint over the sprint's length.

Product Backlog
: A prioritized list of high level requirements.

Sprint Backlog

self-replication - (we realize this is here again. By the final proof of this edition, this entry had somehow self-replicated.) any process by which a thing might make a copy of itself. Biological cells, given suitable environments, reproduce by cell division. During cell division, DNA is replicated and can be trans-

A list of tasks to be completed during the sprint.

Others

Sprint

A time period (usually 30 days) in which development occurs on a set of backlog items that the Team has committed to.

Scrum vs. SCRUM

Despite the fact that "Scrum" is not an acronym, some companies implementing the process have been known to adhere to an all capital letter expression of the word, i.e. SCRUM. This may be due to one of Ken Schwaber's early papers capitalizing SCRUM in the title. Another possibility was a retronym suggested by Scrum-opponent Tony Lehman in 2003, "Stand-ups, Comprehensive Retrospectives, Unlimited Meetings".

Though Scrum was originally applied to software development only, it can also be successfully used in other industries. Now Scrum is often viewed as an iterative, incremental process for developing any product or managing any work.

Scrum applied to product development Scrum as applied to product development was first referred to in "The New New Product Development Game" (Harvard Business Review 86116:137-146, 1986) and later elaborated in "The Knowledge Creating Company" both by Ikujiro Nonaka and Hirotaka Takeuchi (Oxford University Press, 1995). Today there are records of Scrum used to produce financial products, Internet products, and medical products by ADM.

Scrum as a marketing project management methodology As marketing is often executed in project-based manner, a lot of generic project management principles apply to marketing. Marketing can be also optimized similar to project management techniques. Scrum approach to marketing is believed to be helpful for overcoming problems experienced by marketing executives. Short and regular meetings are important for

mitted to offspring during reproduction. Biological viruses can reproduce, but only by commandeering the reproductive machinery of cells through a process of infection. Computer viruses reproduce using the hardware and software already present on computers. Memes reproduce using the human mind and culture as their reproductive machinery.

self-service - the practice of serving oneself, usually when purchasing items. Common examples include many gas stations, where the customer pumps their own gas rather than have an attendant do it (self-service gas pumping is illegal in New Jersey & Oregon); Automatic Teller Machines (ATMs) in the banking world have also revolutionised how people withdraw and deposit funds; most American stores, where the customer uses a shopping cart in the store, placing the

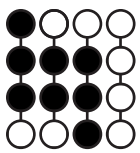
items they want to buy into the cart and then proceeding to the checkout counter/ aisles; or at buffet-style restaurants, where the customer serves their own plate of food from a large, central selection. Self service is used on the phone, web and email to facilitate customer service interactions using automation.

small marketing teams, as every member of a team has to know what the others are working on and what direction the whole team is moving in. Scrum in marketing lets:

- See possible problems at early stages and allows coping with them quicker and with minimal losses. According to the key principle of Scrum "no problems are swept under the carpet", every team member is encouraged to describe the difficulties he is experiencing, as this might influence the work of the whole group.
- Reduce financial risk. With the beginning of every sprint period, the business owner can change any of the marketing project parameters without penalty, including increasing investments to enlarge consumers' quantity, reducing investments until unknowns are mitigated, or financing other initiatives.
- Make marketing planning flexible. Short-term marketing plans based on sprints can be much more effective. Marketing managers get an opportunity to switch from one promotion method to another, if the first one proved to be unsuccessful during the sprint period. It also becomes easier to clarify due dates of every small, but important task, to each member of a team.
- Involve clients in various ways.

There's also a tendency to execute Scrum in marketing with the help of Enterprise 2.0 technologies and Project management 2.0 tools.

shared understanding - Emergent shared understandings are the conceptual space which is characterised by shared understandings unique to the collaborative domain and the participants which emerge throughout the process of knowledge sharing (and experiential sharing in Second class contexts), collaborative contribution and cultural negotiation. Emergence describes the manifestation of structures at a higher level that are not explicitly represented in its lower-level parts. In other words, how and



Search for Common Ground

FAC

Search for Common Ground (or **SFCG**) is an international non-profit organization operating in 16 countries whose mission is to transform the way the world deals with conflict – away from adversarial approaches toward cooperative solutions. It is headquartered in Washington, D.C., with the majority of its employees based in field offices around the world. SFCG has created several independent radio stations, begun a newsletter which features articles on relations between the West and the Muslim world, and brought together numerous conflicting groups to find ways to peacefully resolve issues. John Marks, SFCG's founder and current president, recently received an award from the Skoll Foundation for social entrepreneurship.

Brief History

SFCG was founded in 1982 by John Marks. At the time of its founding, the organization focused on facilitating cooperation between the United States and the Soviet Union. Since then, the organization has expanded its work to 15 countries in Africa, Asia, the Middle East, and parts of Eastern Europe. Further, it now has more than 300 staff throughout the world.

SFCG's Mission

SFCG's mission of transforming the way the world deals with conflict is best captured by the phrase "understand the differences, act on the commonalities." According to SFCG's guiding philosophy, conflict is a natural part of life, and improving our ability to transform conflict into a source of growth and progress will have a profound impact on how well we are able to deal with every issue we are facing.

Work

To achieve its mission, SFCG manages projects that use innovative tools and work at different levels of society to promote cooperation and non-adversarial solutions to problems. Its "toolbox" includes media production – radio,

what constitutes the output of a collaborative process is not (and can not be) explicitly represented in the individual contributions made by the participants. Therefore, the unfolding of a collaboration's output cannot be assumed and must be continually addressed by the participants.

Without the emergence of jointly developing shared understandings, the process becomes decidedly more cooperative, and may even belong more to the realms of coordination.

Further research

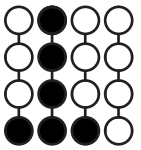
Coming to a better conception of a collaborative participant's shared understandings regarding a collaboration's objectives and process, as well as of the concept of 'shared understandings' itself, might help enhance the overall outcome as well as expose hidden assumptions.

- Explore possible links with intersubjectivity.
- Explore the notion and impact of emergent shared misunderstandings. Can emergent shared misunderstandings ever be useful in the collaborative process?
- Explore the notion that development

(especially of the human mind) is always the result of a collaborative process, and in how far individual achievement can be understood as delayed product of prior collaboration. Research Questions:

- How might emergent shared understandings be evaluated and measured, i.e., might processes be developed for establishing and developing shared understandings, and exposing emergent shared misunderstandings?
- How might shared understandings differ from emergent shared awareness?
- Shared awareness might develop apace within and during a collaboration, and come about via experiential sharing.

TV, film and print – as well as mediation and facilitation, training, community organizing, sports, drama, and music. Next to the BBC, SFCG is the biggest producer of radio soap operas in the world, and in countries like Sierra Leone – which recently emerged from a civil war - its programming is listened to by over 90% of the population that has access to a radio. Common Ground Productions, the television and radio production arm of SFCG, was responsible for creating Burundi's first independent radio studio, Studio Ijambo, in 1995. Studio Ijambo has been credited with playing a key role in decentralizing the media in Burundi and building local capacity for news coverage.



Self-organization

CON SCI

Self-organization is a process in which the internal organization of a system, normally an open system, increases in complexity without being guided or managed by an outside source. Self-organizing systems typically (though not always) display emergent properties.

Overview

The most robust and unambiguous examples of self-organizing systems are from physics. Self-organization is also relevant in chemistry, where it has often been taken as being synonymous with self-assembly. The concept of self-organization is central to the description of biological systems, from the subcellular to the ecosystem level. There are also cited examples of "self-organizing" behaviour found in the literature of many other disciplines, both in the natural sciences and the social sciences such as economics or anthropology. Self-organization has also been observed in mathematical systems such as cellular automata.

sharing - the joint use of a resource or space. In its narrow sense, it refers to joint or alternating use of an inherently finite good, such as a common pasture or a timeshared

Sometimes the notion of self-organization is conflated with that of the related concept of emergence. Properly defined, however, there may be instances of self-organization without emergence and emergence without self-organization, and it is clear from the literature that the phenomena are not the same. The link between emergence and self-organization remains an active research question.

History of the idea

The idea that the dynamics of a system can tend by themselves to increase the inherent order of a system has a long history. One of the earliest statements of this idea was by the philosopher Descartes, in the fifth part of his *Discourse on Method*, where he presents it hypothetically. Descartes further elaborated on the idea at great length in his unpublished work *The World*.

The ancient atomists (among others) believed that a designing intelligence was unnecessary, arguing that given enough time and space and matter, organization was ultimately inevitable, although there would be no preferred tendency for this to happen. What Descartes introduced was the idea that the ordinary laws of nature *tend* to produce organization (For related history, see Aram Vartanian, *Diderot and Descartes*).

Beginning with the 18th century naturalists a movement arose that sought to understand the "universal laws of form" in order to explain the observed forms of living organisms. Because of its association with Lamarckism, their ideas fell into disrepute until the early 20th century, when pioneers such as D'Arcy Wentworth Thompson revived them. The modern understanding is that there are indeed universal laws (arising from fundamental physics and chemistry) that govern growth and form in biological systems.

The term "self-organizing" seems to have been first introduced in 1947 by the psychiatrist and engineer W. Ross Ashby. It was taken up by the cyberneticians Heinz von Foerster, Gordon Pask, Stafford Beer and Norbert

residence. It is also the process of dividing and distributing. Apart from obvious instances, which we can observe in human activity, we can also find many examples of this happening naturally in nature. When an organism takes in nutrition or oxygen for instance, its internal organs are designed to divide and distribute the energy taken in, to supply parts of its body that need it. Flowers divide and distribute their seeds. In a broader sense, it can also include the free granting of use rights to a good that is capable of being treated as a nonrival good, such as information. Still more loosely, "sharing" can actually mean giving something as an outright gift: for example, to "share" one's food really means to give some of it as a gift.

Sharing figures prominently in gift economies, but also can play a significant role in market economies, for example in car sharing. Share housing is a common and informally negotiated example of sharing of householders' labour, (for example, in the form of housework) and communal household goods.

The issue of handling shared resources figures

prominently in computer science: for example time-sharing is an approach to interactive computing in which a single computer is used to provide apparently simultaneous interactive general-purpose computing to multiple users by sharing processor time. Sharing is a key feature in the developing field of free software and open source software, with implications for economics. This is leading to a need to review licensing, patents and copyright, and to controversy in these areas, as well as new approaches like Creative Commons and the GPL.

Wiener himself in the second edition of his "Cybernetics: or Control and Communication in the Animal and the Machine" (MIT Press 1961). Self-organization as a word and concept was used by those associated with general systems theory in the 1960s, but did not become commonplace in the scientific literature until its adoption by physicists and researchers in the field of complex systems in the 1970s and 1980s.

Examples

The following list summarizes and classifies the instances of self-organization found in different disciplines. As the list grows, it becomes increasingly difficult to determine whether these phenomena are all fundamentally the same process, or the same label applied to several different processes. Self-organization, despite its intuitive simplicity as a concept, has proven notoriously difficult to define and pin down formally or mathematically, and it is entirely possible that any precise definition might not include all the phenomena to which the label has been applied.

It should also be noted that, the farther a phenomenon is removed from physics, the more controversial the idea of self-organization *as understood by physicists* becomes. Also, even when self-organization is clearly present, attempts at explaining it through physics or statistics are usually criticized as reductionistic.

Similarly, when ideas about self-organization originate in, say, biology or social science, the farther one tries to take the concept into chemistry, physics or mathematics, the more resistance is encountered, usually on the grounds that it implies direction in fundamental physical processes.

Self-organization in physics

There are several broad classes of physical processes that can be described as self-organization. Such examples from physics include:

- structural (order-disorder, first-order) phase transitions, and spontaneous symmetry breaking

situated learning - first pro-

such as

  - spontaneous magnetization, crystallization (see crystal growth, and liquid crystal) in the classical domain and
  - the laser, superconductivity and Bose-Einstein condensation, in the quantum domain (but with macroscopic manifestations)

- second-order phase transitions, associated with "critical points" at which the system exhibits scale-invariant structures. Examples of these include:
  - **critical opalescence** of fluids at the critical point
  - **percolation** in random media
- structure formation in thermodynamic systems away from equilibrium. The theory of dissipative structures of Prigogine and Hermann Haken's Synergetics were developed to unify the understanding of these phenomena, which include lasers, turbulence and convective instabilities (e.g., Bénard cells) in fluid dynamics,
  - **structure formation** in astrophysics and cosmology (including star formation, galaxy formation)
  - **self-similar expansion**
  - **diffusion-limited aggregation**
  - **percolation**
  - **reaction-diffusion systems,** such as Belousov-Zhabotinsky reaction
- self-organizing dynamical systems: complex systems made up of small, simple units connected to each other usually exhibit self-organization
  - **Self-organized criticality (SOC)**

posed by Jean Lave and Etienne Wenger as a model of learning in a Community of practice. At its simplest, Situated Learning is learning that takes place in the same context in which it is applied. Lave and Wenger (1991) argue that learning should not be viewed as simply the transmission of abstract and decontextualised knowledge from one individual to another, but a social process whereby knowledge is co-constructed; they suggest that such learning is situated in a specific context and embedded within a particular social and physical environment.
Lave and Wenger assert that situated learning "is not an educational form, much less a pedagogical strategy" (1991, p.40). However, since their writing, others have advocated different pedagogies that include situated activity:

- Workshops, kitchens, greenhouses and gardens used as classrooms
- Stand-up role playing in the real world setting, including most military training (much of which, though, takes a behaviorist approach)

- In spin foam system and loop quantum gravity that was proposed by Lee Smolin. The main idea is that the evolution of space in time should be robust in general. Any fine-tuning of cosmological parameters weaken the independency of the fundamental theory. Philosophically, it can be assumed that in the early time, there has not been any agent to tune the cosmological parameters. Smolin and his colleagues in a series of works show that, based on the loop quantization of spacetime, in the very early time, a simple evolutionary model (similar to the sand pile model) behaves as a power law distribution on both the size and area of avalanche.
    - Although, this model, which is restricted only on the frozen spin networks, exhibits a non-stationary expansion of the universe. However, it is the first serious attempt toward the final ambitious goal of determining the cosmic expansion and inflation based on a self-organized criticality theory in which the parameters are not tuned, but instead are determined from within the complex system.

Self-organization vs. entropy

Statistical mechanics informs us that large scale phenomena can be viewed as a large system of small interacting particles, whose processes are assumed consistent with well established mechanical laws such as entropy, i.e., equilibrium thermodynamics. However, "following the macroscopic point of view the same physical media can be thought of as continua whose properties of evolution are given by phenomenological laws between directly measurable quantities on our scale, such as, for example, the pressure, the temperature, or the concentrations of the different components of the media. The macroscopic perspective is of interest because of its greater simplicity of formalism and because it is often the only view practicable." Against this background, Glansdorff and Ilya Prigogine introduced a deeper view at the microscopic level, where

•Field trips including archaeological digs and participant-observer studies in an alien culture
- On the job training including apprenticeship and Cooperative education
- Sports practice and music practice and art are situated learning by definition, as the exact actions in the real setting are those of practice - with the same equipment or instruments

Many of the original examples from Lave and Wenger (1991) concerned adult learners, and situated learning still has a particular resonance for adult education. For example, Hansman (Kimble and Hildreth 2008) shows how adult learners discover, shape, and make explicit their own knowledge through situated learning within a community of practice. A number of similar examples can be found in the ERIC digests

"the principles of thermodynamics explicitly make apparent the concept of irreversibility and along with it the concept of dissipation and temporal orientation which were ignored by classical (or quantum) dynamics, where the time appears as a simple parameter and the trajectories are entirely reversible."

As a result, processes considered part of thermodynamically open systems, such as biological processes that are constantly receiving, transforming and dissipating chemical energy (and even the earth itself which is constantly receiving and dissipating solar energy), can and do exhibit properties of self organization far from thermodynamic equilibrium.

A LASER (acronym for "light amplification by stimulated emission of radiation") can also be characterized as a self organized system to the extent that normal states of thermal equilibrium characterized by electromagnetic energy absorption are stimulated out of equilibrium in a reverse of the absorption process. "If the matter can be forced out of thermal equilibrium to a sufficient degree, so that the upper state has a higher population than the lower state (population inversion), then more stimulated emission than absorption occurs, leading to coherent growth (amplification or gain) of the electromagnetic wave at the transition frequency."

small world experiment - comprised several experiments conducted by Stanley Milgram examining the average path length for social networks of people in the United States. The research was groundbreaking in that it suggested that human society is a small world type network characterized by short path lengths. The experiments are often associated with the phrase "six degrees of separation", although Milgram did not use this term himself.

Self-organization in chemistry

Self-organization in chemistry includes:

1. molecular self-assembly
2. reaction-diffusion systems and oscillating chemical reactions
3. autocatalytic networks (see: autocatalytic set)
4. liquid crystals
5. colloidal crystals
6. self-assembled monolayers

small world phenomenon - a term stemming from research that human society is a small world type network characterized by short path lengths. The experiments are often associated with the phrase "six degrees of separation". Mathematician Manfred Kochen and political scientist Ithiel de Sola Pool wrote a math-

ematical manuscript, "Contacts and Influences", while working at the University of Paris in the early 1950s. Their unpublished manuscript circulated among academics for over 20 years before publication in 1978. It formally articulated the mechanics of social networks, and explored the mathematical consequences of these (including the degree of connectedness). The manuscript left many significant questions about networks unresolved, and one of these was the number of degrees of separation in actual social networks. Stanley Milgram built upon these researches, which he had in fact collaborated on in Paris, and published his findings in the charter issue of Psychology Today in 1967, and bringing the concept into the public awareness.

7. micelles
8. microphase separation of block copolymers
9. Langmuir-Blodgett films

Self-organization in biology

According to *Scott Camazine.. [et al.]*:

"In biological systems self-organization is a process in which pattern at the global level of a system emerges solely from numerouse interactions among the lower-level components of the system. Moreover, the rules specifying interactions among the system's components are executed using only local information, without reference to the global pattern."

The following is an incomplete list of the diverse phenomena which have been described as self-organizing in biology.

1. spontaneous folding of proteins and other biomacromolecules
2. formation of lipid bilayer membranes
3. homeostasis (the self-maintaining nature of systems from the cell to the whole organism)
4. pattern formation and morphogenesis, or how the living organism develops and grows. See also embryology.
5. the coordination of human movement, e.g. seminal studies of bimanual coordination by Kelso
6. the creation of structures by social animals, such as social insects (bees, ants, termites), and many mammals
7. flocking behaviour (such as the formation of flocks by birds, schools of fish, etc.)
8. the origin of life itself from self-organizing chemical systems, in the theories of hypercycles

and autocatalytic networks

9. the organization of Earth's biosphere in a way that is broadly conducive to life (according to the controversial Gaia hypothesis)

Self-organization in mathematics and computer science

As mentioned above, phenomena from mathematics and computer science such as cellular automata, random graphs, and some instances of evolutionary computation and artificial life exhibit features of self-organization. In swarm robotics, self-organization is used to produce emergent behavior. In particular the theory of random graphs has been used as a justification for self-organization as a general principle of complex systems. In the field of multi-agent systems, understanding how to engineer systems that are capable of presenting self-organized behavior is a very active research area.

Self-organization in cybernetics

Wiener regarded the automatic serial identification of a black box and its subsequent reproduction as sufficient to meet the condition of self-organization. The importance of phase locking or the "attraction of frequencies", as he called it, is discussed in the 2nd edition of his "Cybernetics". Drexler sees self-replication as a key step in nano and universal assembly.

By contrast, the four concurrently connected galvanometers of W. Ross Ashby's homeostat hunt, when perturbed, to converge on one of many possible stable states. Ashby used his state counting measure of variety to describe stable states and produced the "Good Regulator" theorem which required internal models for self-organized endurance and stability.

Warren McCulloch proposed "Redundancy of Potential Command" as characteristic of the organization of the brain and human nervous system and the necessary condition for self-organization.

method for Internet users to store, organize, search, and manage bookmarks of web pages on the Internet with the help of metadata. In a social bookmarking system, users save links to web pages that they want to remember and/or share. These bookmarks are usually public, and can be saved privately, shared only with specified people or groups, shared only inside certain networks, or another combination of public and private domains. The allowed people can usually view these bookmarks chronologically, by category or tags, or via a search engine.

Most social bookmark services encourage users to organize their bookmarks with informal tags instead of the traditional browser-based system of folders, although some services feature categories/folders or a combination of folders and tags. They also enable viewing bookmarks associated with a chosen tag, and include information about the number of users who have bookmarked them. Some social bookmarking services also draw inferences from the relationship of tags to create clusters of tags or bookmarks.

Heinz von Foerster proposed Redundancy, R = 1- H/Hmax , where H is entropy. In essence this states that unused potential communication bandwidth is a measure of self-organization.

In the 1970s Stafford Beer considered this condition as necessary for autonomy which identifies self-organization in persisting and living systems. Using Variety analyses he applied his neurophysiologically derived recursive Viable System Model to management. It consists of five parts: the monitoring of performance of the survival processes (1), their management by recursive application of regulation (2), homeostatic operational control (3) and development (4) which produce maintenance of identity (5) under environmental perturbation. Focus is prioritized by an "algedonic loop" feedback: a sensitivity to both pain and pleasure.

social capital - a concept in business, economics, organizational behaviour, political science, public health, sociology and natural resources management that refers to connections within and between social networks as well as connections among individuals. Though there are a variety of related definitions, which have been described as "something of a cure-all" for the problems of modern society, they tend to share the core idea "that social networks have value. Just as a screwdriver (physical capital) or a college education (human capital) can increase productivity (both individual and collective), so too social contacts affect the productivity of individuals and groups".

In the 1990s Gordon Pask pointed out von Foerster's H and Hmax were not independent and interacted via countably infinite recursive concurrent spin processes (he favoured the Bohm interpretation) which he called concepts (liberally defined in *any* medium, "productive and, incidentally reproductive"). His strict definition of concept "a procedure to bring about a relation" permitted his theorem "Like concepts repel, unlike concepts attract" to state a general spin based **Principle of Self-organization**. His edict, an exclusion principle, "There are No Doppelgangers" means no two concepts can be the same (all interactions occur with different perpectives making time incommensurable for actors). This means, after sufficient duration as differences assert, all concepts will attract and coalesce as pink noise and entropy increases (and see Big Crunch, self-organized criticality). The theory is applicable to all organizationally closed or homeostatic processes that produce endurance and coherence (also in the sense of Reshcher Coherence Theory of Truth with the proviso that the sets and their members exert repulsive forces at their boundaries) through interactions: evolving, learning and adapting.

Pask's Interactions of actors "hard carapace" model is

reflected in some of the ideas of emergence and coherence. It requires a knot emergence topology that produces radiation during interaction with a unit cell that has a prismatic tensegrity structure. Laughlin's contribution to emergence reflects some of these constraints.

Self-organization in human society

The self-organizing behaviour of social animals and the self-organization of simple mathematical structures both suggest that self-organization should be expected in human society. Tell-tale signs of self-organization are usually statistical properties shared with self-organizing physical systems (see Zipf's law, power law, Pareto principle). Examples such as Critical Mass, herd behaviour, groupthink and others, abound in sociology, economics, behavioral finance and anthropology.

In social theory the concept of self-referentiality has been introduced as a sociological application of self-organization theory by Niklas Luhmann. For Luhmann the elements of a social system are self-producing communications, i.e. a communication produces further communications and hence a social system can reproduce itself as long as there is dynamic communication. For Luhmann human beings are sensors in the environment of the system. Luhmann put forward a functional theory of society.

Self-organization in human and computer networks can give rise to a decentralized, distributed, self-healing system, protecting the security of the actors in the network by limiting the scope of knowledge of the entire system held by each individual actor. The Underground Railroad is a good example of this sort of network. The networks that arise from drug trafficking exhibit similar self-organizing properties. Parallel examples exist in the world of privacy-preserving computer networks such as Tor. In each case, the network as a whole exhibits distinctive synergistic behavior through the combination of the behaviors of individual actors in the network. Usually the growth of such networks is fueled by an ideology or sociological force that is adhered to or shared by all participants in the

social change - a general term which refers to:

- change in social structure: the nature, the social institutions, the social behaviour or the social relations of a society, community of people, and so on.
- any event or action that affects a group of individuals that have shared values or characteristics.
- acts of advocacy for the cause of changing society in a normative way (subjective).

The term can encompass concepts as broad as revolution and paradigm shift, to narrow changes such as a particular cause within small town government. The concept of social change imply measurement of some characteristics of this group of individuals. While the term is usually applied to changes that are beneficial to society, it may result in negative side-effects or consequences that undermine or eliminate existing ways of life

that are considered positive. Social change is a topic in sociology and social work , but also involves political science, economics, history, anthropology, and many other social sciences. Among many forms of creating social change are theater for social change, direct action, protesting, advocacy, community organizing, community practice, revolution, and political activism.

network.

In economics

In economics, a market economy is sometimes said to be self-organizing. Friedrich Hayek coined the term *catallaxy* to describe a "self-organizing system of voluntary co-operation," in regard to capitalism. Most modern economists hold that imposing central planning usually makes the self-organized economic system less efficient. By contrast, some socialist economists consider that market failures are so significant that self-organization produces bad results and that the state should direct production and pricing. Many economists adopt an intermediate position and recommend a mixture of market economy and command economy characteristics (sometimes called a mixed economy).

In collective intelligence

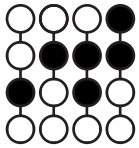
Non-thermodynamic concepts of entropy and self-organization have been explored by many theorists. Cliff Joslyn and colleagues and their so-called "global brain" projects. Marvin Minsky's "Society of Mind" and the no-central editor in charge policy of the open sourced internet encyclopedia, called Wikipedia, are examples of applications of these principles - see collective intelligence.

Donella Meadows, who codified twelve leverage points that a self-organizing system could exploit to organize itself, was one of a school of theorists who saw human creativity as part of a general process of adapting human lifeways to the planet and taking humans out of conflict with natural processes. See Gaia philosophy, deep ecology, ecology movement and Green movement for similar self-organizing ideals.

social dance - a major category or classification of danceforms or dance styles, where sociability and socializing are the primary focuses of the dancing.
This compares to other major categories based on purpose:

- Ceremonial dance
- Competitive dance
- Erotic dance
- Participation dance
- Performance dance

Many social dances are partner dances. In fact, quite often when spoken about social dances,



Semco

C DEC

Ricardo Semler, is the son of an entrepreneur who entered the family business Semco and transformed it into a multi billion dollar business empire. What is unusual is the way he developed management, labour relations and the work environment to achieve these goals.

Among many 'radical' policies, Semco allows their employees to set their own hours, design their workplace, decide their own salaries, choose their own IT, share all information and have no secrets. Every six months bosses are evaluated by their subordinates and the results are posted. Semco has a policy of complete internal financial openness, even teaching factory workers how to read accounts so they can understand the company's books. Salaries are public information unless the employee requests they not be published. In addition, all employees can set their own salary. In doing so they must consider what they think they can make elsewhere; what others with similar skills and responsibilities make in the company; what friends with similar backgrounds make and how much they need to live on. Semco doesn't have receptionists, secretaries or personal assistants, regarding them as unnecessary.

Each business unit is small enough so that those involved understand everything that is going on and can influence the outcomes. Starting out as a manufacturing company, Semco allowed its workers to set their own production quotas and found that employees would voluntarily work overtime to meet them. Profit sharing is practiced right down to factory floor level, instead of large bonuses only for senior management. Semler eventually retired from all executive positions at age 33.

ballroom or other partner dances are kept in mind. However it is natural to include in this category such groups of dances as circle dances, line dances, novelty dances, or simply club dancing in solo.

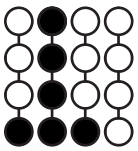
social democracy - a political ideology of the left or centre-left that emerged in the late 19th century from the socialist movement and continues to be influential in many countries worldwide.
The nature of social democracy has changed throughout the decades since its inception. Historically, social democratic parties advocated socialism in the strict sense, achieved by class struggle. In the early 20th century, however, a number of socialist and labor parties rejected revolution and other traditional forms of Marxism and went on to take more moderate positions, which came to form modern social democracy. These positions

often include support for a democratic welfare state which incorporates elements of both socialism and capitalism, sometimes termed the mixed economy. This differs from traditional socialism, which aims to end the predominance of capitalism altogether. Social democrats aim to reform capitalism democratically through state regulation and the creation of programs that work to counteract or remove the social injustice and inefficiencies they see as inherent in capitalism.

In many countries, social democrats continue to exist alongside democratic socialists, who stand to the political left of them on the political spectrum. The two movements sometimes operate within the same political party, such as the Brazilian Workers' Party and the French Socialist Party. More unusually, social democrats occasionally share parties with politicians of the centre-right, as in Forza Italia in Italy and Fine Gael in Ireland.

The Socialist International (SI) is the main international organization of social democratic and socialist parties. It affirms the following principles: first, freedom—not only individual liberties,

Semco seeks to streamline and simplify processes and avoid complicated manuals. For example, the Semco company manual in an appendix is a brief comic book.



Share circles

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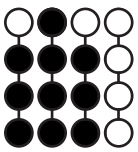
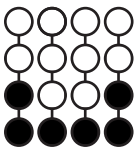
These are groups we come together to share their emotions and listen without any judgment. It provides a place for people to commune.



Skillshare

C USER

A skillshare is an event where people gather to share what skills they have. Anyone can lead a workshop on anything from knitting, to making sushi, yoga, fixing your bike, making a website... Skillshares can help to create a community with a diverse set of skills.



Skype

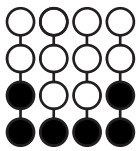
P2P

Skype is software that allows users to make telephone calls over the Internet. Calls to other users of the service are free of charge, while calls to landlines and cell phones can be made for a fee. Additional features include instant

messaging, file transfer and video conferencing.

It was created by entrepreneurs Niklas Zennström, Janus Friis, and a team of software developers based in Tallinn, Estonia. The Skype Group has its headquarters in Luxembourg, with offices in London, Tallinn, Tartu, Prague, and San Jose, California.
Skype has experienced rapid growth in popular usage since the launch of its services. It was acquired by eBay in September 2005 for $2.6 billion.

Skype uses a proprietary Internet telephony (VoIP) network. The protocol has not been made publicly available by Skype and official applications using the protocol are proprietary and closed-source. The main difference between Skype and standard VoIP clients is that Skype operates on a peer-to-peer model rather than the more usual client-server model. The Skype user directory is entirely decentralized and distributed among the nodes of the network—i.e., users' computers—which allows the network to scale very easily to large sizes (currently about 240 million users) without a complex centralized infrastructure costly to the Skype Group.



Slashdot

PLAT AG USER DEC

Slashdot, often abbreviated as **/.**, is a technology-related news website owned by SourceForge, Inc.. It features user-submitted and editor-evaluated current affairs news with a "nerdy" slant. Each story on the site has an Internet forum-style comments section attached. The name "Slashdot" is described by the site's owners as "a sort of obnoxious parody of a URL", chosen to confuse those who tried to pronounce the URL of the site ("h-t-t-p-colon-slash-slash-slashdot-dot-org"). . In Unix notation, /. means a

but also freedom from discrimination and freedom from dependence on either the owners of the means of production or the holders of abusive political power; second, equality and social justice—not only before the law but also economic and sociocultural equality as well, and equal opportunities for all including those with physical, mental, or social disabilities; and, third, solidarity—unity and a sense of compassion for the victims of injustice and inequality. These ideals are described in further detail in the SI's Declaration of Principles.
In recent years, several social democratic parties (in particular, the British Labour Party) have embraced more centrist, Third Way policy positions. This development has generated a significant degree of controversy.

synthesis - used in

many fields, usually to mean a process which combines together two or more pre-existing elements resulting in the formation of something new. The verb would be to synthesize meaning to make or form a synthesis.

hidden folder after the current folder.

The summaries for the stories are generally submitted by Slashdot's own readers with editors accepting or rejecting these contributions for general posting. While Slashdot's haphazard editorial style produced a unique voice in the pre-blog age, users frequently post criticisms of perceived arbitrary or biased editorial choices. Though the site predates the modern concept of the weblog, Slashdot's architecture is commonly compared to that of modern blogs. The content management system, Slash, has long been available under the GNU General Public License.

Editors

Created in September 1997 by Rob "CmdrTaco" Malda, Slashdot is now owned by SourceForge, Inc.. The site is run primarily by Malda, Jeff "Hemos" Bates (who handles articles and book reviews and sells advertising) and Robin "Roblimo" Miller who helps handle some of the more managerial tasks of the site, as well as posting stories. The site is headquartered in Hell, Michigan.

social enterprise - social mission driven organizations which trade in goods or services for a social purpose. Their aim to accomplish targets that are social and environmental as well as financial is often referred to as having a triple bottom line. Social enterprises are profit-making businesses set up to tackle a social or environmental need. Many commercial businesses would consider themselves to have social objectives, but social enterprises are distinctive because their social or environmental purpose is central to what they do. Rather than maximising shareholder value, their main aim is to generate

Moderation

To prevent abusive comments, a moderation system has been implemented whereby every comment posted (including those posted anonymously) has a starting score which can be incremented or decremented by semi-randomly chosen moderators. When moderating, the moderator chooses a given descriptor (such as "insightful", "funny", "troll") and each descriptor has a positive or negative value associated with it. As such, posts not only are scored, but characterized ("20% insightful, 80% interesting"). Users can configure the value of each descriptor. The descriptors available are normal, offtopic, flamebait, troll, redundant, insightful, interesting, informative, funny, overrated, and underrated.

Moderation points added to a comment are also added to a user's karma score. Having high karma gives one bonus point to posts made by that author. (Being a registered

poster adds one more, so that the highest normally achieved starting score is two).

Conversely, users with low karma have penalties imposed on them. People that post comments designed to get more karma, for example mirroring a linked article or presenting a banal groupthink opinion or lame joke, are often referred to as karma whores. Those who can moderate are selected by their karma score and number of meta moderations (and maybe other criteria). Slashdot editors, including Rob Malda ("CmdrTaco"), can moderate limitlessly. Moderator access for non-editors is time limited to a few days.

A given comment can have any integer score from –1 to +5, and Slashdot users can set a personal threshold where no comments with a lesser score are displayed. A person browsing the comments at a threshold of 1 will not see comments with a score of –1 or 0 but will see all others.A meta-moderation system was implemented to moderate the moderators and help contain abuses.

Karma is implemented in the Slash Content management system and hence is generally used by all the sites that use this software. All posts with scores –1 through 3 are hidden by default when not logged in.

Meta-moderation

Meta-moderation is a Slashdot mechanism whereby a reader can volunteer to review the correctness of moderation decisions. The reader is presented with eight to ten moderation decisions made by other readers and is asked to say whether or not those moderation choices were fair, by reading the post which was moderated and considering the moderation given.

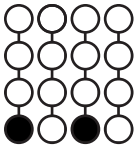
The correctness of users' initial moderations, as determined by the users who are meta-moderating them, affects how often the initial moderators are given moderation points , so a reader who moderates but constantly has his moderation decisions marked incorrect under meta-moderation will only infrequently be given moderation points

profit to further their social and environmental goals.

social entrepreneurship

- A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principles to organize, create, and manage a venture to make social change. Whereas a business entrepreneur typically measures performance in profit and return, a social entrepreneur assesses success in terms of the impact s/he has on society. While social entrepreneurs often work through nonprofits and citizen groups, many work in the private and governmental sectors.
The main aim of a social enterprise is to further its social and environmental goals. This need not be incompatible with making a profit - but social enterprises are often non-profits. Social enterprises are for 'more-than-profit' (a term coined by a

 BBC journalist).



Small-world network

CON P2P SCI

social justice - sometimes called civil justice, refers to the concept of a society in which justice is achieved in every aspect of society, rather than merely the administration of law. It is generally thought of as a world which affords individuals and groups fair treatment and an impartial share of the benefits of society. (Different proponents of social justice have developed different interpretations of what constitutes fair treatment and an impartial share.) It can also refer to the distribution of advantages and disadvantages within a society.
Social justice is both a philosophical problem and an important issue in politics, religion and civil society. Most individuals wish to live in a just society, but different political ideologies have different conceptions of what a 'just society' actually is. The term "social justice"

In mathematics and physics, a **small-world network** is a type of mathematical graph in which most nodes are not neighbors of one another, but most nodes can be reached from every other by a small number of hops or steps. A small world network, where nodes represent people and edges connect people that know each other, captures the small world phenomenon of strangers being linked by a mutual acquaintance.

Many empirical graphs are well modeled by small-world networks. Social networks, the connectivity of the Internet, and gene networks all exhibit small-world network characteristics.

A certain category of small-world networks were identified as a class of random graphs by Duncan Watts and Steven Strogatz in 1998. They noted that graphs could be classified according to two independent structural features, namely the clustering coefficient and average node-to-node distance, the latter also known as average shortest path length. Purely random graphs, built according to the Erdős–Rényi model, exhibit a small average shortest path length (varying typically as the logarithm of the number of nodes) along with a small clustering coefficient. Watts and Strogatz measured that in fact many real-world networks have a small average shortest path length, but also a clustering coefficient significantly higher than expected by random chance. Watts and Strogatz then proposed a novel graph model, now currently named the Watts and Strogatz

model, with (i) a small average shortest path length, and (ii) a large clustering coefficient. The first description of the crossover in the Watts-Strogatz model between a "large world" (such as a lattice) and a small-world was described by Barthelemy and Amaral in 1999. This work was followed by a large number of studies including exact results.

Properties of small-world networks

By virtue of the above definition, small-world networks will inevitably have high representation of cliques, and subgraphs that are a few edges shy of being cliques, i.e. small-world networks will have sub-networks that are characterized by the presence of connections between almost any two nodes within them. This follows from the requirement of a high cluster coefficient. Secondly, most pairs of nodes will be connected by at least one short path. This follows from the requirement that the mean-shortest path length be small. Additionally, there are several properties that are commonly associated with small-world networks even though they are not required for that classification. Typically there is an over-abundance of *hubs* - nodes in the network with a high number of connections (known as high degree). These hubs serve as the common connections mediating the short path lengths between other edges. By analogy, the small-world network of airline flights has a small mean-path length (i.e. between any two cities you are likely to have to take three or fewer flights) because many flights are routed through hub cities.

This property is often analyzed by considering the fraction of nodes in the network that have a particular number of connections going into them (the degree distribution of the network). Networks with a greater than expected number of hubs will have a greater fraction of nodes with high degree, and consequently the degree distribution will be enriched at high degree values. This is known colloquially as a fat-tailed distribution. Specifically, if a network has a degree-distribution which can be fit with a power law distribution, it is taken as a sign that the network is small-world. Power law distributions have fat tails when

is often employed by the political left to describe a society with a greater degree of economic egalitarianism, which may be achieved through progressive taxation, income redistribution, or property redistribution. The right wing also uses the term social justice, but generally believes that a just society is best achieved through the operation of a free market, which they believe provides equality of opportunity and promotes philanthropy and charity. Both the right and the left tend to agree on the importance of rule of law, human rights, and some form of a welfare safety net (though typically the left supports this last element to a greater extent than the right).
Social Justice features as an apolitical philosophical concept (insofar as any philosophical analysis of politics can be free from bias) in much of John Rawls' writing. It is fundamental to Catholic social teaching, and is one of the Four Pillars of the Green Party upheld by the worldwide green parties. Some of the tenets of social justice have been adopted by those who lie on the left or center-left of the political spectrum (e.g. Socialists,

Social Democrats, etc). Social justice is also a concept that some use to describe the movement towards a socially just world. In this context, social justice is based on the concepts of human rights and equality.

compared to exponential distributions characteristic of random networks. These networks are known as scale-free networks.

This type of network is by no means the only kind of small-world network. Graphs of very different topology can still qualify as small-world networks as long as they satisfy the two definitional requirements above.

Examples of small-world networks

Small-world networks have been discovered in a surprising number of natural phenomena. For example, networks composed of proteins with connections indicating that the proteins physically interact have power-law obeying degree distributions and are small-world. Similarly transcriptional networks in which genes correspond to nodes, and up or down-regulatory genetic influence correspond to connections are small world networks obeying power-laws .

social movement - a type of group action. They are large informal groupings of individuals and/or organizations focused on specific political or social issues, in other words, on carrying out, resisting or undoing a social change. Modern Western social movements became possible through education (the wider dissemination of literature), and increased mobility of labour due to the industrialisation and urbanisation of 19th century societies. It is sometimes argued that the freedom of expression, education and relative economic independence prevalent in the modern Western culture is responsible for the

There are also many other graphs which have been found to exhibit small-world properties. Examples include road maps, food chains, electric power grids, metabolite processing networks, neural networks, voter networks, telephone call graphs, and social influence networks.

In 2004, Sara Solla et al. developed a computer model of short-term memory constructed around a small-world network. This model successfully demonstrated bistability, a property thought to be important in memory storage. The bistability appears to be the result of recurrent self-sustaining loops of activity after an activating pulse is given. A second pulse would turn off the system. Hence, the pulses switch the system between its bistable states.

A functioning large small-world network that can be viewed and analysed by anyone is XING. It shows that of the more than 1,000,000 members worldwide hardly anyone is more than five or six nodes away from any random other person.

Non-examples of small-world networks

There are also several examples of naturally occurring graphs that are not small networks. These are especially likely to occur where the links in the graph arise from some form of physical proximity, e.g., spatial or temporal proximity.

For example, the famous "six degrees of separation" between people tacitly presumes that the domain of discourse is people alive at any one time. If persons A and B are linked if A and B knew each other, then the number of degrees of separation between Albert Einstein and Alexander the Great is almost certainly greater than 30. A similarly constrained network would be the "went to school with" network: if two people went to the same college ten years apart from one another, it is unlikely that they have acquaintances in common amongst the student body.

Similarly, the number of relay stations through which a message must pass was not always small. In the days when the post was carried by hand or on horseback, the number of times a letter changed hands between its source and destination would have been much greater than it is today. The number of times a message changed hands in the days of the visual telegraph (circa 1800-1850) was determined by the requirement that two stations be connected by line-of-sight.

These considerations are sometimes important, especially since the literature on graphs is sometimes biased in favour of finding small-world networks. There are certainly naturally occurring examples of small-world networks, but it is also possible to introduce tacit assumptions so that models that exhibit small-world properties are preferred.

Network robustness

It is hypothesized by some researchers such as Barabasi that the prevalence of small world networks in biological systems may reflect an evolutionary advantage of such an architecture. One possibility is that small-world networks

unprecedented number and scope of various contemporary social movements. Some research in political science highlights the relation between popular movements and the formation of new political parties as well as discussing the function of social movements in relation to agenda setting and influence on politics.

social software - a range of software systems that allow users to interact and share data. This computer-mediated communication has become very popular with social sites like MySpace and Facebook, media sites like Flickr and YouTube, and commercial sites like Amazon.com and eBay. Many of these applications share characteristics like open APIs, service oriented design, and the ability to upload data and media. The terms Web 2.0 and (for large-business applications) Enterprise 2.0 are also used to describe this style of software.
The more specific term collaborative software applies to cooperative

information sharing systems, and is usually narrowly applied to the software that enables collaborative work functions. Distinctions among usage of the terms "social", "trusted", and "collaborative" are in the applications or uses, not the tools themselves, although there are some tools that are only rarely used for work collaboration.

are more robust to perturbations than other network architectures. If this were the case, it would provide an advantage to biological systems that are subject to damage by mutation or viral infection.

In a power law distributed small world network, deletion of a random node rarely causes a dramatic increase in mean-shortest path length (or a dramatic decrease in the clustering coefficient). This follows from the fact that most shortest paths between nodes flow through hubs, and if a peripheral node is deleted it is unlikely to interfere with passage between other peripheral nodes. For example, if the small airport in Sun Valley, Idaho were shut down, it would not increase the average number of flights that other passengers traveling in the United States would have to take to arrive at their respective destinations. That said, if random deletion of a node hits a hub by chance, the average path length can increase dramatically. This can be observed annually when northern hub airports are shut down because of snow. If Chicago's O'Hare airport shut down, many people would have to take additional flights.

By contrast, in a random network, in which all nodes have roughly the same number of connections, deleting a random node is likely to increase the mean-shortest path length slightly but significantly for almost any node deleted. In this sense, random networks are vulnerable to random perturbations, whereas small-world networks are robust. However, small-world networks are vulnerable to targeted attack of hubs, whereas random networks cannot be targeted for catastrophic failure.

society - a population of humans characterized by patterns of relationships between individuals that share a distinctive culture and/or institutions. More broadly, a society is an economic, social and industrial infrastructure, in which a varied multitude of people are a part of. Members of a society may be from different ethnic groups. A society may be a particular people, such as the Saxons, a nation state, such as Bhutan, or a broader cultural group, such as a Western society.

Appropriately, viruses have evolved to interfere with the activity of hub proteins such as p53, thereby bringing about the massive changes in cellular behavior which are conducive to viral replication.

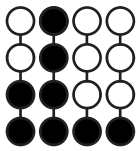
Construction of small-world networks

Several procedures are known to generate small-world networks from scratch. One of these methods is known as *preferential attachment* . In this model, new nodes are

added to a pre-existing network, and connected to each of the original nodes with a probability proportional to the number of connections each of the original nodes already had. I.e., new nodes are more likely to attach to hubs than peripheral nodes. Statistically, this method will generate a power-law distributed small-world network (that is, a scale-free network).

Elements of this mechanism can be seen to contribute to the small-worldness of the World Wide Web. A new site is more likely to have links to major pre-existing sites, such as Google or Wikipedia than arbitrary small obscure sites. This observation is known colloquially as a *rich get richer* model.

The word society may also refer to an organized voluntary association of people for religious, benevolent, cultural, scientific, political, patriotic, or other purpose. Sociology is the scientific, or academic, study of society and human behavior.



Smart mob

CON P2P

A smart mob is a form of self-structuring social organization through technology-mediated, intelligent emergent behavior. The concept was introduced by Howard Rheingold in his book *Smart Mobs: The Next Social Revolution*. According to Rheingold, smart mobs are an indication of the evolving communication technologies that will empower the people. In 2002, the "smart mob" concept was highlighted in the *New York Times* "Year in Ideas."

sociotechnical design - In organizational development, socio-technical systems (or STS) is an approach to complex organizational work design that recognizes the interaction between people and technology in workplaces. The term also refers to the interaction between society's complex infrastructures and human behaviour. In this sense, society itself, and most of its sub-structures, are complex socio-technical systems.

These growing technologies include the Internet, computer-mediated communication such as Internet Relay Chat, and wireless devices like mobile phones and personal digital assistants. Methodologies like peer to peer networks and pervasive computing are also changing the ways in which people organize and share information.

A smart mob is a group that, contrary to the usual

connotations of a mob, behaves intelligently or efficiently because of its exponentially increasing network links. This network enables people to connect to information and others, allowing a form of social coordination. Parallels are made to, for instance, slime moulds.

software hoarding - a term, (considered derogative and myopic in certain circles and common sense in others) when a person or a software company tries to stop some people from using or sharing their software.

One reason for the rise of smart mobs is the ever decreasing cost of increasingly powerful microprocessors which have allowed them to permeate throughout society — they are embedded in everything from boxes to clothes. Depending on how the technology is used, smart mobs may be beneficial or detrimental to society. Rheingold warns of the use of the technology by some to create a society similar to the one seen in George Orwell's *1984* or by terrorists for their malicious purposes.

Smart Mobs are sometimes manipulated by those who control the 'mobbing system' (i.e, those who own the contact list and the means to forward instant messages to a group) and induced to cause distress and aggravation to individuals who have been targeted or singled out for whatever reason.

There is a tendency to keep the dynamics of smart mobbing 'covert', and not to discuss such incidents on the internet.

source code - In computer science, source code (commonly just source or code) is any collection of statements or declarations written in some human-readable computer programming language. Source code allows the programmer to communicate with the computer using a reserved number of instructions.
The source code which constitutes a program is usually held in one or more text files, sometimes stored in databases as

Early instances

According to CNN, the first smart mobs were teenage "thumb tribes" in Tokyo and Helsinki who used text messaging on cell phones to organize impromptu raves or to stalk celebrities. For instance, in Tokyo, crowds of teenage fans would assemble seemingly spontaneously at subway stops where a rock musician was rumored to be headed.

In the Philippines in 2001, a group of protesters organized via text messaging gathered at the EDSA Shrine, the site of the 1986 revolution that overthrew Ferdinand Marcos, to protest the corruption of President Joseph Estrada. The protest grew quickly, and Estrada was soon removed from

office.

The Critical Mass bicycling events, dating back to 1992, are also sometimes compared to smart mobs, due to their self-organizing manner of assembly.

Relation to flash mobs

Flash mobs are a specific form of smart mob, originally describing a group of people who assemble suddenly in a public place, do something unusual for a brief period of time, then quickly disperse. The term *flash mob* is claimed to have been inspired by "smart mob". Since its inception, however, "flash mob" has been used by news media and promoters to refer to nearly any form of smart mob.

Examples

Essentially, the smart mob is a practical implementation of collective intelligence. According to Rheingold, examples of smart mobs are the street protests organized by the anti-globalization movement. The Free State Project has been described in *Foreign Policy* as an example of potential "smart mob rule". Other examples of smart mobs include:

Smart mobs who arrange the meet up over the Internet and show up at a retailer at a specific time and use their number to negotiate a discount with the retailer.

eBay — a collection of users who are empowered by the Internet and eBay to buy and sell and maintain the quality control over all transactions through the rating system. People can leave positive, negative or neutral feedback, depending on how they felt about their transaction with that seller.

Text messages that were sent in the Philippines, which are thought to be partly responsible for the demonstration that ousted former President Joseph Estrada. Examples of such a text message read "Wear black to mourn the death of democracy," "Expect there to be rumbles" and "Go to EDSA".

stored procedures and may also appear as code snippets printed in books or other media. A large collection of source code files may be organized into a directory tree, in which case it may also be known as a source tree.

specialization - he separation of tasks within a system. In a multicellular creature, cells are specialized for functions such as bone construction or oxygen transport. In capitalist societies, individual workers specialize for functions such as building construction or gasoline transport. In both cases, specialization enables the accomplishment of otherwise unattainable goals. It also reduces the ability of individuals to survive outside of the system containing all of the specialized components.
Adam Smith described economic specialization in his classic work, The Wealth of Nations.

The 11 March 2004 Madrid attacks (11M), and the reaction from the people against the government in the Spanish elections of 14 March 2004.

The 2005 civil unrest in France exhibited smart mobs - the French national police spokesman, Patrick Hamon, was quoted in the *Wall Street Journal* as saying that youths in individual neighborhoods were communicating by cellphone text messages, online blogs, and/or email — arranging meetings and warning each other about police operations.

spirit - The English word "spirit" comes from the Latin "spiritus" (breath). The term is commonly used to refer to a supernatural being which is transcendent and therefore metaphysical in nature. For many people, however, spirit, like soul, is a natural part of a being, and is identified with mind, or consciousness, or the brain.

The 2006 student protests in Chile and 2007 Chilean government-Microsoft agreement are the example in Latin America about the smart mobs and the use of weblogs, Fotologs, Photoblogs, text messages and digital organization in a few hours. Also due to their online organization has called the attention of the press as a source of news because of the strong activism online.

On Jul 5, 2005, during U2's performance of the song *New Year's Day* at a stadium in Chorzow, Poland, the audience of 70,000 waved colored articles of clothing to form a giant Polish flag of white and red: fans on the pitch waved red, those in the bleachers waved white. This behavior was coordinated by fans communicating on the Internet.

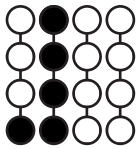
Smartmobs have begun to have an impact in current events, as mobile phones and text messages have empowered everyone from revolutionaries in Malaysia to individuals protesting the second Iraq war. Individuals who have divergent worldviews and methods have been able to coordinate short term goals thanks to these technologies.

spontaneous order - the spontaneous emergence of order out of seeming chaos; the emergence of various kinds of social order from a combination of self-interested individuals who are not intentionally trying to create order.

The comic book *Global Frequency*, written by Warren Ellis describes a covert, non-governmental intelligence organization built around a smart mob of people that are called on to provide individual expertise in solving extraordinary crises.

Distributed mobs

Smart mobs can also be organized to congregate simultaneously at multiple locations. Usually used to attract media attention and spread awareness of a cause, distributed mobs were used effectively in the 2005 civil unrest in France. On a larger scale, a "World Wide Flash Mob" is being organized around Geocaching and aims to be the largest distributed mob to date.



Social network

CON P2P

A **social network** is a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of interdependency, such as values, visions, ideas, financial exchange, friendship, kinship, dislike, conflict or trade. The resulting structures are often very complex.

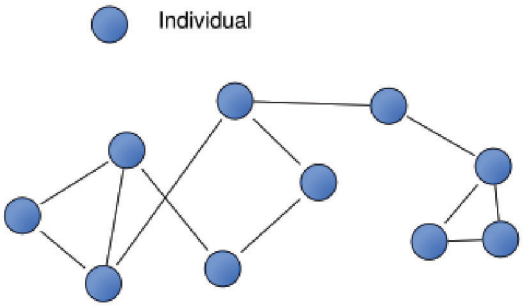
Social network analysis views social relationships in terms of *nodes* and *ties*. Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. Research in a number of academic fields has shown that social networks operate on many levels, from families up to the level of nations, and play a critical role in determining the way problems are solved, organizations are run, and the degree to which individuals succeed in achieving their goals.

In its simplest form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines.

The evolution of life on Earth, human language, rules of the road, and a free market economy have all been proposed as examples of systems which evolved through spontaneous order. Atheists and naturalists often point to the inherent "watch-like" precision of uncultivated ecosystems and to the universe itself as ultimate examples of this phenomenon, while creationists and deists believe that these intricate arrangements could not have arisen accidentally and must have been devised by a divine consciousness or "watchmaker".
Spontaneous order is also used as a synonym for any emergent behavior of which self-interested spontaneous order is just an instance.

spontaneous symmetry breaking - occurs when a system that is symmetric with respect to some symmetry group goes into a vacuum state that is not symmetric. When that happens, the system no longer appears

to behave in a symmetric manner. It is a phenomenon that naturally occurs in many situations.



An example of a social network diagram

stakeholder analysis - any person or Organization who can be positively or negatively impacted by, or cause an impact on the actions of a company.
Stakeholder analysis is a form of analysis that aims to identify the stakeholders that are likely to be affected by the activities and outcomes of a project, and to assess how those stakeholders are likely to be impacted by the project. Stakeholder analysis has the goal of developing cooperation between the stakeholder and the project team and, ultimately, assuring successful outcomes for the project.
A stakeholder analysis is performed when there is a need to clarify the consequences of envisaged changes, or at the start of new projects and in connection with organizational changes generally.
It is important to identify all stakeholders for the purpose of identify-

Social network analysis

Social network analysis (related to *network theory*) has emerged as a key technique in modern sociology, anthropology, sociolinguistics, geography, social psychology, communication studies, information science, organizational studies, economics, and biology as well as a popular topic of speculation and study.

People have used the social network metaphor for over a century to connote complex sets of relationships between members of social systems at all scales, from interpersonal to international. In 1954, J. A. Barnes started using the term systematically to denote patterns of ties that cut across the concepts traditionally used by the public and social scientists: bounded groups (e.g., tribes, families) and social categories (e.g., gender, ethnicity). Scholars such as S.D. Berkowitz, Stephen Borgatti, Ronald Burt, Kathleen Carley, Katherine Faust, Linton Freeman, Mark Granovetter, David Knoke, Peter Marsden, Nicholas Mullins, Anatol Rapoport, Stanley Wasserman, Barry Wellman, Douglas R. White, and Harrison White expanded the use of social networks.

Social network analysis has now moved from being a suggestive metaphor to an analytic approach to a paradigm, with its own theoretical statements, methods, social network analysis software, and researchers. Analysts reason from whole to part; from structure to relation to individual; from behavior to attitude. They either study *whole networks* (also known as *complete networks*), all of the

ties containing specified relations in a defined population, or *personal networks*, (also known as *egocentric networks*) the ties that specified people have, such as their "personal communities".

Several analytic tendencies distinguish social network analysis:

> There is no assumption that groups are the building blocks of society: the approach is open to studying less-bounded social systems, from nonlocal communities to links among Web sites.
> Rather than treating individuals (persons, organizations, states) as discrete units of analysis, it focuses on how the structure of ties affects individuals and their relationships.
> In contrast to analyses that assume that socialization into norms determines behavior, network analysis looks to see the extent to which the structure and composition of ties affect norms.

The shape of a social network helps determine a network's usefulness to its individuals. Smaller, tighter networks can be less useful to their members than networks with lots of loose connections (weak ties) to individuals outside the main network. More open networks, with many weak ties and social connections, are more likely to introduce new ideas and opportunities to their members than closed networks with many redundant ties. In other words, a group of friends who only do things with each other already share the same knowledge and opportunities. A group of individuals with connections to other social worlds is likely to have access to a wider range of information. It is better for individual success to have connections to a variety of networks rather than many connections within a single network. Similarly, individuals can exercise influence or act as brokers within their social networks by bridging two networks that are not directly linked (called filling structural holes).

The power of social network analysis stems from its difference from traditional social scientific studies, which assume that it is the attributes of individual actors—

ing their success criteria and turning these into quality goals.

strategy - a long term plan of action designed to achieve a particular goal, most often "winning." Strategy is differentiated from tactics or immediate actions with resources at hand by its nature of being extensively premeditated, and often practically rehearsed. Strategies are used to make the problem easier to understand and solve. Strategy is about choice, which affects outcomes. Organizations can often survive -- indeed do well -- for periods of time in conditions of relative stability, low environmental turbulence and little competition for resources. Virtually none of these conditions prevail in the modern world for great lengths of time for any organization or sector, public or private. Hence, the rationale for strategic management. The nature of the strategy adopted and implemented emerges from a combination of the structure of the organization (loosely coupled or tightly coupled), the

type of resources available and the nature of the coupling it has with environment and the strategic objective being pursued. Strategy is adaptable by nature rather than rigid set of instructions. In some situations it takes the nature of emergent strategy.

whether they are friendly or unfriendly, smart or dumb, etc.—that matter. Social network analysis produces an alternate view, where the attributes of individuals are less important than their relationships and ties with other actors within the network. This approach has turned out to be useful for explaining many real-world phenomena, but leaves less room for individual agency, the ability for individuals to influence their success, because so much of it rests within the structure of their network.

Social networks have also been used to examine how organizations interact with each other, characterizing the many informal connections that link executives together, as well as associations and connections between individual employees at different organizations. For example, power within organizations often comes more from the degree to which an individual within a network is at the center of many relationships than actual job title. Social networks also play a key role in hiring, in business success, and in job performance. Networks provide ways for companies to gather information, deter competition, and collude in setting prices or policies.

strong emergence - a type of emergence in which the emergent property is irreducible to its individual constituents. Some philosophers have proposed that qualia and consciousness demonstrate strong emergence. Strong emergence stands in contrast to weak emergence. trong emergence says that if systems can have qualities not directly traceable to the system's components, but rather to how those components interact, and one is willing to accept that a system supervenes on its components, then it is difficult to account for an emergent property's cause. These new qualities are irreducible to the system's con-

History of social network analysis

A summary of the progress of social networks and social network analysis has been written by Linton Freeman.

Precursors of social networks in the late 1800s include Émile Durkheim and Ferdinand Tönnies. Tönnies argued that social groups can exist as personal and direct social ties that either link individuals who share values and belief (*gemeinschaft*) or impersonal, formal, and instrumental social links (*gesellschaft*). Durkheim gave a non-individualistic explanation of social facts arguing that social phenomena arise when interacting individuals constitute a reality that can no longer be accounted for in terms of the properties of individual actors. He distinguished between a traditional society – "mechanical solidarity" – which prevails if individual differences are minimized, and the modern society – "organic solidarity" – that develops out of cooperation between differentiated individuals with

independent roles.

Georg Simmel, writing at the turn of the twentieth century, was the first scholar to think directly in social network terms. His essays pointed to the nature of network size on interaction and to the likelihood of interaction in ramified, loosely-knit networks rather than groups.

After a hiatus in the first decades of the twentieth century, three main traditions in social networks appeared. In the 1930s, J.L. Moreno pioneered the systematic recording and analysis of social interaction in small groups, especially classrooms and work groups (sociometry), while a Harvard group led by W. Lloyd Warner and Elton Mayo explored interpersonal relations at work. In 1940, A.R. Radcliffe-Brown's presidential address to British anthropologists urged the systematic study of networks. However, it took about 15 years before this call was followed-up systematically.

Social network analysis developed with the kinship studies of Elizabeth Bott in England in the 1950s and the 1950s-1960s urbanization studies of the University of Manchester group of anthropologists (centered around Max Gluckman and later J. Clyde Mitchell) investigating community networks in southern Africa, India and the United Kingdom. Concomittantly, British anthropologist S.F. Nadel codified a theory of social structure that was influential in later network analysis.

In the 1960s-1970s, a growing number of scholars worked to combine the different tracks and traditions. One large group was centered around Harrison White and his students at Harvard University: Ivan Chase, Bonnie Erickson, Harriet Friedmann, Mark Granovetter, Nancy Howell, Joel Levine, Nicholas Mullins, John Padgett, Michael Schwartz and Barry Wellman. White's group thought of themselves as rebelling against the reigning structural-functionalist orthodoxy of then-dominant Harvard sociologist Talcott Parsons, leading them to devalue concerns with symbols, values, norms and culture. They also were opposed to the methodological individualism espoused by another

stituent parts. The whole is greater than the sum of its parts. This view of emergence is called strong emergence. Strong emergence is a view not widely held in the physical sciences but proposed as a philosophical theory of etiology, epistemology and ontology.
However, "the debate about whether or not the whole can be predicted from the properties of the parts misses the point. Wholes produce unique combined effects, but many of these effects may be co-determined by the context and the interactions between the whole and its environment(s)." Along that same thought, Arthur Koestler stated, "it is the synergistic effects produced by wholes that are the very cause of the evolution of complexity in nature" and used the metaphor of Janus to illustrate how the two perspectives (strong or holistic vs. weak or reductionistic) should be treated as perspectives, not exclusives, and should work together to address the issues of emergence. Further,
"The ability to reduce everything to simple fundamental laws does not imply the ability to start from those laws

and reconstruct the universe..The constructionist hypothesis breaks down when confronted with the twin difficulties of scale and complexity..At each level of complexity entirely new properties appear.. Psychology is not applied biology, nor is biology applied chemistry..We can now see that the whole becomes not merely more, but very different from the sum of its parts."

Harvard sociologist, George Homans, which was endemic among the dominant survey researchers and positivists of the time. Mark Granovetter and Barry Wellman are among the former students of White who have elaborated and popularized social network analysis.

White's was not the only group. Significant independent work was done by scholars elsewhere: University of California Irvine social scientists interested in mathematical applications, centered around Linton Freeman, including John Boyd, Susan Freeman, Kathryn Faust, A. Kimball Romney and Douglas White); quantitative analysts at the University of Chicago, including Joseph Galaskiewicz, Wendy Griswold, Edward Laumann, Peter Marsden, Martina Morris, and John Padgett; and communication scholars at Michigan State University, including Nan Lin and Everett Rogers. A substantively-oriented University of Toronto sociology group developed in the 1970s, centered on former students of Harrison White: S.D. Berkowitz, Harriet Friedmann, Nancy Leslie Howard, Nancy Howell, Lorne Tepperman and Barry Wellman, and also including noted modeler and game theorist Anatol Rapoport.

subculture - in sociology, anthropology and cultural studies, a subculture is a group of people with a culture (whether distinct or hidden) which differentiates them from the larger culture to which they belong. If a particular subculture is characterized by a systematic opposition to the dominant culture, it may be described as a counterculture. As Ken Gelder notes, subcultures are social, with their own shared conventions, values and rituals, but they can also seem 'immersed' or self-absorbed—another feature that distinguishes them from countercultures. He identifies

Applications

SNA and network modeling approaches have been used in epidemiology to help understand how patterns of human contact aid or inhibit the spread of diseases such as HIV in a population. The **evolution of social networks** can sometimes be modeled by the use of agent based models, providing insight into the interplay between communication rules, rumor spreading and social structure. Here is an interactive model of rumour spreading, based on rumour spreading from model on Cmol.

Diffusion of innovations theory explores social networks and their role in influencing the spread of new ideas and practices. Change agents and opinion leaders often play major roles in spurring the adoption of innovations, although factors inherent to the innovations also play a role.

Dunbar's number: The **rule of 150** suggested that the typical size of a social network is constrained to about 150 members due to possible limits in the capacity of the human communication channel. The rule arises from cross-cultural studies in sociology and especially anthropology of the maximum size of a village (in modern parlance most reasonably understood as an *ecovillage*). It is theorized in evolutionary psychology that the number may be some kind of limit of average human ability to recognize members and track emotional facts about all members of a group. However, it may be due to economics and the need to track "free riders", as it may be easier in larger groups to take advantage of the benefits of living in a community without contributing to those benefits.

Nevertheless, even as an average person may only be able to establish a few strong ties due to possible constraints of human communication channels, Mark Granovetter found in one study that more numerous weak ties can be important in seeking information and innovation. Cliques have a tendency to more homogeneous opinions as well as sharing many common traits. This homophillic tendency was the reason for the members of the cliques to be attracted together in the first place. However, being similar, each member of the clique would also know more or less what the other members knew. To find new information or insights, members of the clique will have to look beyond the clique to its other friends and acquaintances. This is what Granovetter called the "the strength of weak ties".

Guanxi is a central concept in Chinese society (and other East Asian cultures) that can be summarized as the use of personal influence. Guanxi can be studied from a social network approach.

The small world phenomenon is the hypothesis that the chain of social acquaintances required to connect one arbitrary person to another arbitrary person anywhere in the world is generally short. The concept gave rise to the famous phrase six degrees of separation after a 1967 *small world experiment* by psychologist Stanley Milgram. In Milgram's experiment, a sample of US individuals were

six key ways in which subcultures can be understood:

1. through their often negative relations to work (as 'idle', 'parasitic', at play or at leisure, etc.);
2. through their negative or ambivalent relation to class (since subcultures are not 'class-conscious' and don't conform to traditional class definitions);
3. through their association with territory (the 'street', the 'hood, the club, etc.), rather than property;
4. through their movement out of the home and into non-domestic forms of belonging (i.e. social groups other than the family);
5. through their stylistic ties to excess and exaggeration (with some exceptions);
6. through their refusal of the banalities of ordinary life and massification.

subjectivity - a subject's perspective, particularly feelings, beliefs, and desires. It is often used casually to refer to unjustified personal opinions, in contrast to knowledge

and justified belief. In philosophy, the term is often contrasted with objectivity. In social sciences, subjectivity (the property of being a subject) is an effect of relations of power. Similar social configurations create similar perceptions, experiences and interpretations of the world. For example, female subjectivity would refer to the perceptions, experiences and interpretations that a subject marked as female would generally have of the world.

asked to reach a particular target person by passing a message along a chain of acquaintances. The average length of successful chains turned out to be about five intermediaries or six separation steps (the majority of chains in that study actually failed to complete). The methods (and ethics as well) of Milgram's experiment was later questioned by an American scholar, and some further research to replicate Milgram's findings had found that the degrees of connection needed could be higher. Academic researchers continue to explore this phenomenon as Internet-based communication technology has supplemented the phone and postal systems available during the times of Milgram. A recent electronic small world experiment at Columbia University found that about five to seven degrees of separation are sufficient for connecting any two people through e-mail.

The study of socio-technical systems is loosely linked to social network analysis, and looks at relations among individuals, institutions, objects and technologies.

sustainability - in the broadest sense, is the ability to sustain a certain process or state at a certain rate or level. The term carries multiple definitions depending on the context in which it is applied, the most common contexts being; ecological, social and economic. In recent years the term has been applied in a holistic sense, focussing on how these contexts interrelate. Due to factors such as overpopulation, lack of education, inadequate financial circumstances and the actions of past generations, sustainability can be difficult to achieve.

Metrics (Measures) in social network analysis

Betweenness

Degree an individual lies between other individuals in the network; the extent to which a node is directly connected only to those other nodes that are not directly connected to each other; an intermediary; liaisons; bridges. Therefore, it's the number of people who a person is connecting indirectly through their direct links.

Closeness

The degree an individual is near all other individuals in a network (directly or indirectly). It reflects the ability to access information through the "grapevine" of network members. Thus, closeness is the inverse of the sum of the shortest distances between each individual and every other person in the network.

(Degree) centrality

The count of the number of ties to other actors in the network. See also degree (graph theory).

Flow betweenness centrality

The degree that a node contributes to sum of maximum flow between all pairs of nodes (not that node).

Eigenvector centrality

a measure of the importance of a node in a network. It assigns relative scores to all nodes in the network based on the principle that connections to nodes having a high score contribute more to the score of the node in question.

Centralization

The difference between the n of links for each node divided by maximum possible sum of differences. A centralized network will have many of its links dispersed around one or a few nodes, while a decentralized network is one in which there is little variation between the n of links each node possesses

Clustering coefficient

A measure of the likelihood that two associates of a node are associates themselves. A higher clustering coefficient indicates a greater 'cliquishness'.

Cohesion

The degree to which actors are connected directly to each other by cohesive bonds. Groups are identified as 'cliques' if every actor is directly tied to every other actor, 'social circles' if there is less stringency of direct contact, which is imprecise, or as structurally cohesive blocks if precision is wanted.

(Individual-level) density

the degree a respondent's ties know one another/ proportion of ties among an individual's nominees. Network or global-level density is the proportion of ties in a network relative to the total number possible (sparse versus dense networks).

Path Length

The distances between pairs of nodes in the network. Average path-length is the average of these distances between all pairs of nodes.

When applied in the ecological context, it is defined as the ability of an ecosystem to maintain ecological processes, functions, biodiversity and productivity into the future. When applied in the social context, sustainability is expressed as meeting the needs of the present without compromising the ability of future generations to meet their own needs. When applied in an economic context, a business is sustainable if it has adapted its practices for the use of renewable resources and holds itself accountable for the environmental impacts of its activities. This includes businesses that operate in a socially responsible manner and protect the environment.

To be sustainable, regardless of context, the Earth's resources must be used at a rate at which they can be replenished naturally. There is now clear scientific evidence from environmental science that humanity is living unsustainably, and that an unprecedented collective effort is needed to keep human use of natural resources within sustainable limits.

Radiality

Degree an individual's network reaches out into the network and provides novel information and influence

Reach

The degree any member of a network can reach other members of the network.

Structural cohesion

The minimum number of members who, if removed from a group, would disconnect the group.

Structural equivalence

Refers to the extent to which actors have a common set of linkages to other actors in the system. The actors don't need to have any ties to each other to be structurally equivalent.

Structural hole

Static holes that can be strategically filled by connecting one or more links to link together other points. Linked to ideas of social currency: if you link to two people who are not linked you can control their communication.

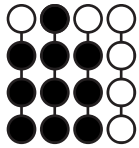
sustainable development - a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but in the indefinite future. The term was used by the Brundtland Commission which coined what has become the most often-quoted definition of sustainable development as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable development ties together concern for the carrying capacity of natural systems with the social challenges facing humanity. As early as the 1970s "sustainability" was employed to describe an economy "in equilibrium with basic ecological support systems" . Ecologists have pointed to the "limits of growth" and presented the alternative of a "steady state economy" in order to address envi-

Professional association and journals

The International Network for Social Network Analysis is the professional association of social network analysis. Started in 1977 by sociologist Barry Wellman at the University of Toronto, it now has more than 1200 members and is now headed by George Barnett, a communication scientist at the University of Buffalo.

Netwiki is a scientific wiki devoted to network theory, which uses tools from subjects such as graph theory, statistical mechanics, and dynamical systems to study real-world networks in the social sciences, technology, biology, etc.

There are several journals: *Social Networks* (including a social network map of social network scholars), *Connections*, the *Journal of Social Structure* and the Network Science Report.



Sociocracy

C DEC FAC METH

Sociocracy is a system of governance using consent-based decision making among equivalent individuals and an organizational structure based on cybernetic principles.

Origin

The word sociocracy is derived from the Latin and Greek words socius (companion) and kratein (to govern). It is English for the word sociocratie, coined in 1851 by Auguste Comte, a French positivist philosopher (who also came up with the word sociology) and later used by the U.S. sociologist Lester Frank Ward in a paper he wrote for the Penn Monthly in 1881 and later still by Dutchman Kees Boeke, who applied the concept to education. It literally means rule by the "socios," people who have a social relationship with each other - as opposed to democracy: rule by the "demos," the general mass of people.

Ward later expanded on the concept in his books Dynamic Sociology (1883) and The Psychic Factors of Civilization (1892). Ward, although rarely studied today, was very influential in his time and had a worldwide reputation as a groundbreaking sociologist. He believed that a highly educated public was essential if a country was to be governed effectively, and he foresaw a time when the emotional and partisan nature of present day politics would yield to a much more effective, dispassionate and scientifically-based discussion of issues and problems. Democracy would thus eventually evolve into a more advanced form of government, sociocracy.

20th century

Dutchman Kees Boeke updated and greatly expanded

ronmental concerns.
The field of sustainable development can be conceptually broken into three constituent parts: environmental sustainability, economic sustainability and sociopolitical sustainability.

sustainable habitat - an ecosystem that produces food and shelter for people and other organisms, without resource depletion and in such a way that no external waste is produced. Thus the habitat can continue into future time without external infusions of resource. Such a sustainable habitat may evolve naturally or be produced under the influence of man (such as a restored biosphere).
A sustainable habitat that is created and designed by human intelligence will mimic nature, if it is to be successful. Everything within it is connected to a complex array of organisms, physical resources and functions. Organisms from many different biomes can be brought together to fulfill various ecological niches. Often the term refers to

sustainable human habitats, which typically involve some form of green building or environmental planning.

on Ward's ideas in the mid-20th century. Boeke saw sociocracy (in Dutch: Sociocratie) as a form of governance or management that presumes equality of individuals and is based on consent. This equality is not expressed with the 'one man one vote' law of democracy, but in the principle that a decision can only be taken if none of those present have an overbearing argumented objection against it.

To apply sociocracy in larger groups a system of delegation is needed in which a group chooses representatives who take the decisions for them on a higher level. Kees Boeke introduced the terms 'naasthoger' and 'naastlager', with the word 'naast', meaning 'next', referring to the fact that a higher level is not superior to a lower level. A 'naasthoger' ('nexthigher') level policymaking organ within the sociocratic organisation is not allowed to impose its policies on 'naastlager' ('nextlower') policymaking circles.

swapping - Swapping is the increasingly prevalent informal bartering system in which participants in Internet communities trade items of comparable value on a trust basis.
While swapping is an excellent way to find and obtain items that are inexpensive, it relies upon honesty. A dishonest participant might arrange a swap, and then never complete their end of the transaction, thus getting something for nothing. This practice is called swaplifting.

In practice

Gerard Endenburg expanded on Boeke's work in the 1970s in his electrotechnical company. This resulted in a formal organisational method named the Sociocratische KringorganisatieMethode (Sociocratic Circle organisation Method). This method is applied in some companies in the Netherlands and other countries. An example of such an organisation is BOS (Boeddhistische Omroep Stichting - Buddhist Broadcasting Foundation) in the Netherlands.

1. Decision Making by Consent: Consent is a method of decision-making whereby the arguments presented in discussing a decision are of paramount importance, and the result of the discussion is that no one present knows of a paramount reason to continue discussion before proceeding with the proposed decision. (Consent is different than consensus. Consensus is more focused on whether a person is for or against a proposal, consent is focused on reasons.)

sweat equity - term used to describe the contribution made to a project by people who contribute their time and effort. It can be contrasted with financial equity which is the mon-

2. Circle Organization: The organization is built of a hierarchy of semi-autonomous circles. Each circle has

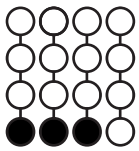
its own aim, given by the higher-level circle, and has the authority and responsibility to execute, measure, and control its own processes to move towards its aim.

3. Double-Linking: A lower circle is always linked to the circle above it via at least two people who belong to and take part in the decision making of both the higher circle and the lower circle. One of these links is the person with overall accountability for the lower-level circle's results, and the other is a representative elected from within the lower-level circle.

4. Elections by Consent: People are elected to key roles exclusively by consent after open discussion (this is not a democratic majority-vote election!). Most notably, the election process applies to the representative elected from a lower-level circle to a higher-level circle.

Example that runs on a sociocratic model: Center for Nonviolent Communication

ey contributed towards the project. It is used to refer to a form of compensation by businesses to their owners or employees. The term is sometimes used in partnership agreements where one or more of the partners contributes no financial capital. In the case of a business startup, employees might, upon incorporation, receive stock or stock options in return for working for below-market salaries (or in some cases no salary at all).



SourceForge.net

PLAT AG USER

SourceForge.net is a source code repository and acts as a centralized location for software developers to control and manage open source software development. SourceForge.net is operated by Sourceforge, Inc. (formerly VA Software) and runs a version of the SourceForge software, forked from the last open-source version available. A large number of open source projects are hosted on the site (it had reached 178,832 projects and 1,861,990 registered users as of 2008, although it does contain many dormant or single-user projects).

SourceForge.net has offered free access to hosting and tools for developers of free software / open source software

symbiosis - commonly describes close and often long-term interactions between different biological species. The term was first used in 1879 by the German mycologist, Heinrich Anton de Bary, who defined it as: "the living together of unlike organisms".
The definition of symbiosis is in flux and the term has been applied to a wide range of biological interactions. The symbiotic relationship may be categorized as being mutualistic, parasitic, or commensal in nature. Others define it more narrowly, as only those

relationships from which both organisms benefit, in which case it would be synonymous with mutualism. Symbiotic relationships included those associations in which one organisms lives on another (ectosymbiosis, such as mistletoe), or where one partner lives inside another (endosymbiosis, such as lactobacilli and other bacteria in humans or zooxanthelles in corals). Symbiotic relationships may be either obligate, i.e., necessary to the survival of at least one of the organisms involved, or facultative, where the relationship is beneficial but not essential to survival of the organisms.

for several years, and has become well-known within such development communities for these services.

SourceForge.net competes with other providers such as RubyForge, Tigris.org, BountySource, BerliOS, JavaForge and GNU Savannah.

The domain *sourceforge.net* attracted at least 28 million visitors annually by 2008 according to a Compete.com survey.

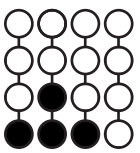
Offerings

SourceForge.net allows any project uniquely named in its registry to be sub-domained as http://project-name.sourceforge.net or http://project-name.sf.net. This gives some prominent URL branding to a project and a high activity in it can get the project listed on the main page http://sourceforge.net as a Top Project. Having a high number of registered members numbering over a million, and often been researched for project information, any participating project can gain fast access to the market of developers and users for a short and efficient adoption rate.

SourceForge.net provides ample storage space for a project to completely house their contents such as a wiki, MySQL database, source code versions managed with CVS or Subversion, and even their own website pages at the subdomain location.

By uploading code to SourceForge.net, you grant SourceForge a perpetual proprietary license.

sympathy - a social affinity in which one person stands with another person, closely understanding his or her feelings. The word derives from the Greek (sympatheia) , from (syn) "together" + (pathos), in this case "suffering" (from ϖ - pascho, "to be affected by,



Speed geeking

P2P FAC USER

Speed geeking is a participation process used to quickly view a number of presentations within a fixed period of time. Speed geeking gets its name from speed dating, since they both employ similar techniques.

Method

A large room is selected as the speed geeking venue. All the presenters are arranged in a large circle along the edge of the room. The remaining members of the audience stand at the center of the room. Ideally there are about 6-7 audience members for each presenter. One person acts as the facilitator.

The facilitator rings a bell to start proceedings. Once proceedings start, the audience splits up into groups and each group goes to one of the presenters. Presenters have a short duration, usually 5 minutes, to give their presentation and answer questions. At the end of the five minutes, the facilitator rings a bell. At this point, each group moves over to the presenter to their right and the timer starts once more. The session ends when every group has attended all the presentations.

Advantages

Speed geeking is a great way to quickly view a number of presentations and demos in a short while. For example, one hour is enough time to view 12 presenters if you spend 5 minutes at each presentation. The 5 minute limit also keeps presentations short and interesting.

Disadvantages

Each presenter has to give their presentation multiple times

to suffer"). It also can mean being affected by feelings or emotions. Thus the essence of sympathy is that one has a strong concern for the other person. Sympathy should not be confused with empathy.
Sympathy exists when the feelings or emotions of one person are deeply understood and even appreciated by another person. In common usage, sympathy is usually making known one's understanding of another's unhappiness or suffering, but it can also refer to being aware of other (positive) emotions as well. In a broader sense, it can refer to the sharing of political or ideological sentiments, such as in the phrase "a communist sympathizer".
The psychological state of sympathy is closely linked with that of compassion and empathy.

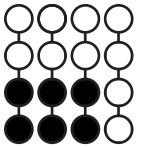
synergy - the term used to describe a situation where the final outcome of a system is greater than the sum of its parts.
The Apostle Paul used the word in his Epistles (Romans 8:28; 1 Corinthians 3:9) to illustrate a

dynamic conception of human, divine and cosmic cooperation: "I did the planting, Apollos the watering, but God made things grow… We are fellow workers (synergoi) with God; you are God's cultivation, God's building." In religious context, Synergism stems from the 1657 theological doctrine that humans will cooperate with the Divine Grace in regeneration . The term began to be used in the broader, non-theological, sense by 1925.

The opposite of synergy is antagonism, the phenomenon where two agents in combination have an overall effect that is less than that predicted from their individual effects.

Synergy can also mean:

- A mutually advantageous conjunction where the whole is greater than the sum of the parts.
- A dynamic state in which combined action is favored over the sum of individual component actions.
- Behavior of whole systems unpredicted by the behavior of their parts taken separately. More accurately known as emergent behavior.
- The cooperative action of two or more stimuli or drugs.



The Starfish and the Spider

CON METH BO

The Starfish And the Spider*: The Unstoppable Power of Leaderless Organizations* by Ori Brafman and Rod A. Beckstrom is an exploration of the implications of the recent rise of decentralized organizations (see Decentralization) such as Wikipedia, Grokster, and YouTube. The book contrasts them to centralized organizations, such as Encyclopædia Britannica, using compendiums of knowledge as examples. The spider and starfish analogy refers to the contrasting biological nature of the respective organisms, starfish having a decentralized neural structure permitting regeneration.

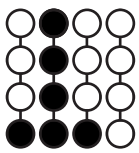
In addition to giving historical examples of decentralized organizations such as Alcoholics Anonymous and the Apaches and analyzing their nature in contrast to centralized organizations, the book considers conflict between centralized and decentralized organizations, including the "If you can't beat them, join them" solution of creating hybrid organizations such as Citizendium. A chapter towards the end of the book explores the concept of the "sweet spot", the optimal mix of decentralized and centralized attributes.

The book identifies a set of people the authors call "catalysts", who tend to be skilled at creating and maintaining decentralized organizations. The authors list several abilities and behaviors (called "The Catalyst's Tools") that "catalysts" have in common, including:

1. Genuine interest in others.

2. Numerous loose connections, rather than a small number of close connections.
3. Skill at social mapping.
4. Desire to help everyone they meet.
5. The ability to help people help themselves by listening and understanding, rather than giving advice ("Meet people where they are").
6. Emotional Intelligence.
7. Trust in others and in the decentralized network.
8. Inspiration (to others).
9. Tolerance for ambiguity.
10. A hands-off approach. Catalysts do not interfere with, or try to control the behavior of the contributing members of the decentralized organization.
11. Ability to let go. After building up a decentralized organization, catalysts move on, rather than trying to take control.

system - (from Latin systema, in turn from Greek systema) is a set of interacting or interdependent entities, real or abstract, forming an integrated whole.
The concept of an "integrated whole" can also be stated in terms of a system embodying a set of relationships which are differentiated from relationships of the set to other elements, and from relationships between an element of the set and elements not a part of the relational regime. A cultural system may be defined as the interaction of different elements of culture. While a cultural system is quite different from a social system, sometimes both systems together are referred to as the sociocultural system. A major concern in the social sciences is the problem of order. One way that social order has been theorized is according to the degree of integration of cultural and social factors.



Swarm intelligence

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Swarm intelligence (SI) is thestudy of collective behavior of decentralized, self-organized systems..

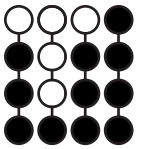
SI systems are typically made up of a population of simple agents interacting locally with one another and with their environment. The agents follow very simple rules, and although there is no centralized control structure dictating how individual agents should behave, local interactions between such agents lead to the emergence of complex

systemic bias - Systemic bias is the inherent tendency of a process to favour particular outcomes.

systems analysis - the interdisciplinary part of Science, dealing with analysis of sets of interacting or entities, the systems, often prior to their automation as computer systems, and the interactions within those systems. This field is closely related to operations research. It is also "an explicit formal inquiry carried out to help someone, referred to as the decision maker, identify a better course of action and make a better decision than he might otherwise have made." In general, analysis is defined as the procedure by which we break down an intellectual or substantial whole into parts or components. Synthesis is defined as the opposite procedure: to combine separate elements or components in order to form a coherent whole.

global behavior. Natural examples of SI include ant colonies, bird flocking, animal herding, bacterial growth, and fish schooling.

The inherent intelligence of swarms has inspired many social and political philosophers, in that the collective movements of an aggregate often derive from independent decision making on the part of a single individual. A common example is how the unaided decision of a person in a crowd to start clapping will often encourage others to follow suit, culminating in widespread applause. Such knowledge, an individualist advocate might argue, should encourage individual decision making (however mundane) as an effective tool in bringing about widespread social change.



A Swarm of Angels

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A Swarm of Angels (ASOA) is an open source film project, whose aim is to make the world's first Internet-funded, crewed and distributed feature film. The collaborative project aims to attract 50,000 individual subscribers (the "Swarm of Angels"), each contributing £25 to the production. This feature film and associated original media project embraces the Creative Commons notion of flexible copyright licencing, to permit people to freely download, share, and remix the original media made for the project.

A Swarm of Angels is the brainchild of film producer and author Matt Hanson, founder of the onedotzero digital film festival. He has labelled the process Cinema 2.0. It would be the first time for a project of this scale to be funded, produced and distributed in this way.

Advisors to A Swarm of Angels include science fiction

author and copyright activist Cory Doctorow, graphic novelist Warren Ellis, pioneer digital filmproducer Tommy Pallotta, and musical mashup artist Eric Kleptone of The Kleptones.

A Swarm of Angels is recruiting a community capped at 50,000. Members can have a say in the script development. Two scripts are being developed, with one to be chosen by ASOA members to be produced. The scripts are currently being developed via the project forum, and are entitled, *The Unfold*, and *The Ravages* (formerly known as *Glitch*). According to the official website, *A Swarm of Angels* is "likely to be thriller based with soft sci-fi elements."

systems theory - an interdisciplinary field of science and the study of the nature of complex systems in nature, society, and science. More specifically, it is a framework by which one can analyze and/or describe any group of objects that work in concert to produce some result. This could be a single organism, any organization or society, or any electro-mechanical or informational artifact. Systems theory first originated in biology in the 1920s out of the need to explain the interrelatedness of organisms in ecosystems. As a technical and general academic area of study it predominantly refers to the science of systems that resulted from Bertalanffy's General System Theory (GST), among others, in initiating what became a project of systems research and practice. It was Margaret Mead and Gregory Bateson who developed interdisciplinary perspectives in systems theory (such as positive and negative feedback in the social sciences).

Teamwork

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tacit knowledge - The concept of tacit knowing comes from scientist and philosopher Michael Polanyi. It is important to understand that he wrote about a process (hence tacit knowing) and not a form of knowledge. However, his phrase has been taken up to name a form of knowledge that is apparently wholly or partly inexplicable. With tacit knowledge, people are not often aware of the knowledge they possess or how it can be valuable to others. Tacit knowledge is considered more valuable because it provides context for people, places, ideas, and experiences. Effective transfer of tacit knowledge generally requires extensive personal contact and trust.
Tacit knowledge is not easily shared. One of Polanyi's famous aphorisms is: "We know more than we can tell." Tacit knowledge consists often

A general dictionary defines **teamwork** as a "Cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause, unison for a higher cause, people working together for a selfless purpose, and so on." Applied to workplaces teamwork is a method that aligns employee mindsets in a cooperative and usually selfless manner, towards a specific business purpose. Today there is no business or organization that does not talk about the need and value of teamwork in the workplace. While the concept of teamwork and its benefits are well known and talked about, it is very rare to see it being practiced truly in reality. And you may have often noticed what appears outwardly as teamwork is not really teamwork internally. Some things cannot be accomplished by people working individually. Larger, more ambitious goals usually require that people work together with other people. Because of this, teamwork is a desired goal of many businesses and organizations today. Projects often require that people work together in order to accomplish a common goal. Although critics often argue that in the corporate world teamwork has become an empty buzzword, or a form of corporate-speak. Effective collaborative skills (knowledge) are necessary to work well in a team environment. As businesses and organizations become larger or more sophisticated. Many employers attempt to enhance their employees' collaborative efforts through training, cross-training, and workshops in order to help people effectively work together in a cohesive group and accomplish shared goals. Aside from any required technical proficiency, a wide variety of social skills are desirable for successful teamwork, including:

- Listening - it is important to listen to other people's ideas. When people are allowed to freely express their ideas, these initial ideas will produce other ideas.
- Discussing It is important to discuss your ideas with your teammates until you agree.
- Questioning - it is important to ask questions, interact, and discuss the objectives of the team.
- Persuading - individuals are encouraged to exchange, defend, and then to ultimately rethink their ideas.
- Respecting - it is important to treat others with respect and to support their ideas.
- Helping - it is crucial to help one's coworkers, which is the general theme of teamwork.
- Sharing - it is important to share with the team to create an environment of teamwork.
- Participating - all members of the team are encouraged to participate in the team. (usually consist of three or more people)
- Communicating - For a team to work effectively it is essential team members acquire communication skills and use effective communication channels between one another e.g. using email, viral communication, group meetings and so on. This will enable team members of the group to work together and achieve the team's purpose and goals.

The forming-storming-norming-performing model takes the team through four stages of team development and maps quite well on to many project management life cycle models, such as initiation - definition - planning - realisation.

As teams grow larger, the skills and methods that people require grow as more ideas are expressed freely. Managers must use these to create or maintain a spirit of teamwork change. The intimacy of a small group is lost, and the opportunity for misinformation and disruptive rumors grows. Managers find that communication methods that once worked well are impractical with so many people to lead. Specifically, leaders might encounter difficulties based on Daglow's Law of Team Dynamics: "Small teams are informed. Big teams infer."

of habits and culture that we do not recognize in ourselves. In the field of knowledge management the concept of tacit knowledge refers to a knowledge which is only known by an individual and that is difficult to communicate to the rest of an organization. Knowledge that is easy to communicate is called explicit knowledge. The process of transforming tacit knowledge into explicit knowledge is known as codification or articulation. According to Parsaye, there are three major approaches to the capture of Tacit Knowledge from groups and individuals. They are:

- Interviewing experts
- Learning by being told
- Learning by observation.

Interviewing experts can be done in the form of structured interviewing or by recording organizational stories. Structured interviewing of experts in a particular subject is the most commonly used technique to capture pertinant explicit knowledge. An example of a structured interview would be an exit interview. Learning by being told can be done by interviewing or

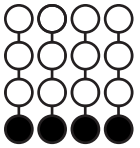
by task analysis. Either way an expert teaches the novice the processes of a task. Task analysis is the process of determining the actual task or policy by breaking it down and analyzing what needs to be done to complete the task. Learning by observation can be done by presenting the expert with a sample problem, senerio, or case study and then observing the process used to solve the problem.

There are many other techniques that can be utilizied to capture tacit knowledge. They are:

- Ad hoc sessions
- E-learning
- Action learning
- Learning history
- Road maps

All of these approaches should be recorded in order to transfer the tacit Knowledge into reusable explicit knowledge.

With some regularity there are critical voices arguing that an understanding as formulated above is a mainstream but faulty interpretation of Michael Polanyi's work. Tacit and explicit should not be understood as characteristics of knowledge, which is missing the point that Polanyi was trying to make largely.



Temporary Autonomous Zone

LOC PLAT USER

The **Temporary Autonomous Zone** (TAZ) describes the socio-political tactic of creating temporary spaces that elude formal structures of control. The essay uses various historical and philosophical examples, all of which attempt to lead the reader to the conclusion that the best way to create a non-hierarchical system of social relationships is to concentrate on the present and on releasing one's own mind from the controlling mechanisms that have been imposed on it.

In the formation of a TAZ, Bey argues that information becomes a key tool that sneaks into the cracks of formal procedures. A new territory of the moment is created that is on the boundary line of established regions. Any attempt at permanence that goes beyond the moment deteriorates to a structured system that inevitably stifles individual creativity. It is this chance at creativity that is real empowerment.

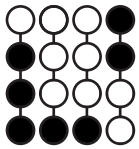
The contents of the section are divided up into the following sections:

1. Pirate Utopias
2. Waiting for the Revolution
3. The Psychotopology of Everyday Life
4. The Net and the Web
5. "Gone to Croatan"

6. Music as an Organizational Principle
7. The Will To Power as Disappearance
8. Ratholes in the Babylon of Information

The concept of TAZ was first put into practice on a large scale by the Cacophony Society in what they called Trips to the Zone, or Zone Trips. One of their Zone Trips gave birth to Black Rock City, AKA the Burning Man Festival.

Smart mobs and flash mobs are also examples of the concept of Temporary Autonomous Zone put into practice, if only very briefly.



Threadless

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Threadless is a community-centered online apparel store run by skinnyCorp of Chicago, Illinois, since 2000. Co-founders Jake Nickell and Jacob DeHart started the company with $1,000 in seed money after entering an internet t-shirt design contest.
Members of the Threadless community submit t-shirt designs online; the designs are then put to a public vote. A small percentage of submitted designs are selected for printing and sold through an online store. Creators of the winning designs receive a prize of cash and store credit.

Operation Designers upload their t-shirt designs to the website, where visitors and members of the community score them on a scale of 0 to 5. On average, around 700 designs compete in any given week. Each week, the staff selects about ten designs. Each designer selected receives $2,000 in cash, as well as an additional $500 for every reprint.
In the open source community, a Threadless t-shirt or

Polanyi's point was that knowing always had an indispensable personal component. With this he was critiquing an objectivist position of which he was deeply worried for its lack of ethical commitment or considerations. Building on the general ideas from Gestalt-psychology he described a difference between two kinds of awareness: subsidiary and focal awareness. In our focal awareness we are aware of a coherent whole, a Gestalt. In our subsidiary awareness we implicitly are conscious of the different impressions, memories that build this Gestalt. This Gestalt is not given, but it is an achievement, realized by interpretative skills.

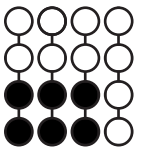
tags - a non-hierarchical keyword or term assigned to a piece of information (such as an internet bookmark, digital image, or computer file). This kind of metadata helps describe an item and allows it to be found again by browsing or searching. Tags are chosen informally and personally by the item's creator or by its viewer, depending on the system. On a website in which

many users tag many items, this collection of tags becomes a folksonomy.
Tagging was popularized by websites associated with Web 2.0 and is an important feature of many Web 2.0 services. It is now also part of some desktop software.
team building - generally refers to the selection, development, and collective motivation of result-oriented teams. Team building is pursued via a variety of practices, such as group self-assessment and group-dynamic games, and generally sits within the theory and practice of organizational development.
When a team in an organizational development context embarks upon a process of self-assessment in order to gauge its own effectiveness and thereby improve performance, it can be argued that it is engaging in team building, although this may be considered a narrow definition.
The process of team building includes,

- clarifying the goal, and building ownership across the team and
- identifying the inhibitors to teamwork and removing or over-

design is considered to be crowd sourced because the designer and the company retain all rights to the design. As the "source" of a design—i.e., its vector graphics file—is not available for download, it cannot be considered "open source".

The Tipping Point



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The Tipping Point: How Little Things Can Make a Big Difference is a book by Malcolm Gladwell, first published by Little Brown in 2000.

Overview

Tipping points are "the levels at which the momentum for change becomes unstoppable." Gladwell defines a tipping point as a sociological term, "the moment of critical mass, the threshold, the boiling point." The book seeks to explain and describe enormous and "mysterious" sociological changes that mark everyday life. As Gladwell states, "Ideas and products and messages and behaviors spread like viruses do." The examples of such changes in his book include the rise in popularity and sales of Hush Puppies shoes in the mid-1990s and the dramatic drop in the New York City crime rate in the late 1990s.

The three rules of epidemics

Gladwell describes the "three rules of epidemics" (or "agents of change") in the tipping points of epidemics.

- *The Law of the Few*: "The success of any kind of social epidemic is heavily dependent on the involvement of people with a particular and rare set of social skills." Gladwell describes these people in the

following ways:

- *Connectors* are the people who "link us up with the world ... people with a special gift for bringing the world together." To illustrate, Gladwell cites the midnight ride of Paul Revere, Milgram's experiments in the small world problem, Dallas businessman Roger Horchow, the "Six Degrees of Kevin Bacon" trivia game, and Chicagoan Lois Weisberg.

- *Mavens* are "information specialists", or "people we rely upon to connect us with new information." They accumulate knowledge, especially about the marketplace, and know how to share it with others.

- *Salesmen* are "persuaders", charismatic people with powerful negotiation skills. They tend to have an indefinable trait that goes beyond what they say, that makes others want to agree with them. Gladwell's examples include California businessman Tom Gau and news anchor Peter Jennings, and he cites several studies about how people are persuaded.

- *The Stickiness Factor*: the specific content of a message that makes it memorable and have impact. The children's television programs *Sesame Street* and *Blue's Clues* are specific instances of enhancing stickiness and systematically engineering stickiness into a message.

- *The Power of Context*: Human behavior is sensitive to and strongly influenced by its environment. As Gladwell says, "Epidemics are sensitive to the conditions and circumstances of the times and places in which they occur." For example, "zero tolerance" efforts to combat minor crimes such as fare-beating and vandalism on the New York subway led to a decline in more violent crimes city-wide. Gladwell describes the bystander effect, and explains how Dunbar's number plays into the

coming them, or if they cannot be removed, mitigating their negative effect on the team.

To assess itself, a team seeks feedback to find out both:

- its current strengths as a team
- its current weakness
- To improve its current performance, a team uses the feedback from the team assessment in order to:
- identify any gap between the desired state and the actual state
- design a gap-closure strategy

team building - or Team Development, is a coverall term given to methods of developing an effective team.
The methods of doing this vary widely, and include

- simple social activities - to encourage team members to spend time togethergroup bonding sessions - company sponsored fun activities to get to know team members
- personal development activities - personal change ap-

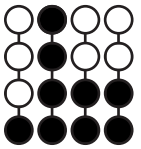
plied on a group level, sometimes physically challenging

- team development activities - group-dynamic games designed to reveal how individuals approach a problem and how the team works together
- psychological analysis of team roles, and training in how to work better together

Team building generally seats within the theory and practice of organizational development.

tithing - (from Old English teogoþa "tenth") is a one-tenth part of something, paid as a (usually) voluntary contribution or as a tax or levy. The term is usually used in relation to the support of a Christian religious organization, however it can refer to voluntary contribution to any cause one believes in, whether it be a person making full-time focus on spirituality, mediation, study or prayer and for whom one is a patron, or a charitable organization which advocates for causes which one believes in. Today, tithes (or tithing) are normally voluntary and paid

tipping point, using Rebecca Wells' novel *Divine Secrets of the Ya-Ya Sisterhood*, evangelist John Wesley, and the high-tech firm Gore Associates.



Tool-lending libraries

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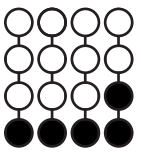
The following **tool-lending libraries** allow library patrons to borrow tools, equipment and "how-to" instructional materials, usually free of charge.

One of the first tool libraries was the Berkeley Tool Lending Library, which started in 1979 with a $30,000 community block grant.

A variation of the tool lending library model exists in Atlanta, Georgia. At the Atlanta Community ToolBank, the tools are reserved for use by nonprofit and other community-based organizations who are performing volunteer and facility maintenance projects. The ToolBank tool inventory is not available to individuals.



Town square

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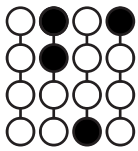
A **town square** is an open area commonly found in the heart of a traditional town used for community gatherings.

Other names for town square are **civic center, city square**, **urban square**, **market square**, **public square**, **plaza** (from Spanish), **piazza** (from Italian), and **place** (from French).



Tragedy of the anticommons

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The **tragedy of the anticommons** is a hypothetical situation where rational individuals (acting separately) collectively waste a given resource by under-utilizing it. According to proponents of the theory, this would happen when so many individuals have rights of exclusion (such as property rights) of a resource that the transaction costs of coordinating those rights overwhelm any previously existing benefit. This situation (the "anticommons") is contrasted with a *commons*, where many individuals have privileges of use (or the right not to be excluded) in a certain resource. The tragedy of the commons is that rational individuals, acting separately, may collectively *over-utilize* a scarce resource.

The term "tragedy of the anticommons" was originally coined in a 1998 *Harvard Law Review* article by Michael Heller, a professor at Columbia Law School. In a 1998 article in *Science*, Heller, along with Rebecca Eisenberg, claimed that biomedical research was one of several key areas where competing patent rights could actually prevent useful and affordable products from reaching the marketplace. Proponents of the theory claimed that too many property rights could lead to less innovation. The purported counter effect of the tragedy of the anticommons, the increased usefulness of a resource as the result of many individuals using it, has been dubbed

in cash, cheques, or stocks, whereas historically tithes could be paid in kind, such as agricultural products. Several European countries operate a formal process linked to the tax system allowing some churches to assess tithes. The term "jinpa" in Tibetan is used for this kind of donation to a spiritual cause, or charity case.

tragedy of the commons -The title of an influential article discussing the commons dilemma; it was written by Garrett Hardin and first published in the journal Science in 1968. The article describes a dilemma in which multiple individuals acting independently in their own self-interest can ultimately destroy a shared resource even where it is clear that it is not in anyone's long term interest for this to happen. The essence of the commons dilemma has been discussed by theorists since ancient history.

transformational activism - Transformational activism is the idea that people need to

transform on the inside as well on the outside in order to create any meaningful change in the world.

One example of transformational activism is peacekeeping which, as defined by the United Nations, is "a way to help countries torn by conflict create conditions for sustainable peace." Peacekeepers monitor and observe peace processes in post-conflict areas and assist ex-combatants in implementing the peace agreements they may have signed. Such assistance comes in many forms, including confidence-building measures, power-sharing arrangements, electoral support, strengthening the rule of law, and economic and social development.

transpersonal psychology - a school of psychology that studies the transpersonal, self-transcendent or spiritual aspects of the human experience. A short definition from the Journal of Transpersonal Psychology suggests that transpersonal psychology "is concerned with the study of humanity's highest potential, and with

the "comedy of the commons" by Carol M. Rose in a 1987 article that appeared in the *University of Chicago Law Review*. It is related to the concepts of network effects and non-rivalrous goods.

Classic example

In Heller's 1998 Harvard Law Review article, he noted that after the fall of Communism, in many Eastern European cities there were a lot of open air kiosks, but also a lot of empty stores. Upon investigation, he concluded that because many different agencies and private parties had rights over the use of store space, it was difficult or even impossible for a startup retailer to successfully negotiate for the use of that space. Even though all the persons with ownership rights were losing money with the empty stores, and stores were in great demand, their competing interests got in the way of the effective use of space.

Patents

Patents often are cited as examples of the tragedy of the anticommons because a patent owner has exclusive rights over the use of the patented technology. If the creation of a certain product involves the use of many techniques and components patented by different people or different companies, then it can be very difficult to negotiate effectively with all the patent holders at once, and the result may be that one has to pay so many license fees that it becomes too expensive to create the desired product. Thus, a product that is in great demand may not be produced because costs associated with patents are too high.

According to theory proponents, the would-be manufacturer loses, the patent holders lose, and consumers in need who could have benefited from the technology lose. If medical technology is involved, people can lose their lives. And since the ones responsible for this (the patent holders) are also consumers, they lose twice. This phenomenon is a form of market failure. Paradoxically, when the patent holders act "rationally" to maximize their

self-interest, they win nothing, everyone else loses, and they lose more than everyone else.

According to proponents of the theory, different industries have different ways to deal with this problem. In a few industries (e.g., pharmaceuticals) a single patent is all that is required to produce a marketable product that can be protected from competitors in the marketplace. If it becomes necessary for someone other than the patent holder to produce the product to meet demand, only negotiation with a single owner is necessary, and a license can usually be worked out. For example, if a patented anti-viral drug is needed in far larger quantities to quell an epidemic, the government can usually enforce a license agreement with a single patent holder in order to meet society's needs.

However, in most industries, a manufacturer will need to negotiate to use several patents in order to legally create a product. For example, a DVD player contains about a dozen devices that are patented by different companies. A single microchip can contain over 5,000 different patents. As such, theory proponents claim that no one could create a DVD player or a microchip unless every one of the patent holders agreed to license their patent to other manufacturers. In many industries, patent holders either agree to cross-license their patents (i.e., you can use ours if we can use yours) or work out a common licensing agreement that make the product affordable. This generally means that for DVD players, computer components and other consumer electronics, the cost of licensing the patents is rarely much more than the manufacturing costs. For example, the license costs for the patents of a DVD player are about $20.00 (U.S.) for the cheapest models.

However, according to proponents of the theory, even one questionable patent can make marketing a product legally impossible. The recent dispute between Research In Motion and NTP, Inc. is over a single disputed wireless e-mail patent that is a key element of the BlackBerry. This resulted in an injunction that would have prevented the sale of the BlackBerry in the United States, but the

the recognition, understanding, and realization of unitive, spiritual, and transcendent states of consciousness" (Lajoie and Shapiro, 1992:91).
Transpersonal psychologists see the school as a companion to other schools of psychology that include psychoanalysis, behaviorism, and humanistic psychology.
Although Carl Jung and others have explored aspects of the spiritual and transpersonal in their work, Miller (1998: 541-542) notes that Western psychology has had a tendency to ignore the spiritual dimension of the human psyche.

tribe - viewed historically or developmentally, consists of a social group existing before the development of, or outside of, states.
Many anthropologists use the term to refer to societies organized largely on the basis of kinship, especially corporate descent groups (see clan and lineage).
Some theorists hold that tribes represent a stage in social evolution intermediate between bands and states. Other theorists argue that tribes developed

after, and must be understood in terms of their relationship to, states.

injunction was stayed on appeal.

Copyrights

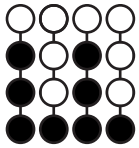
In the same way, competing use of copyrights can prevent a product from coming to the marketplace at a reasonable price, resulting in lost royalty income for the copyright holders. For example, *WKRP in Cincinnati* was one of the most popular syndicated sitcoms of all time, and many television shows from that era have been successfully released on DVD. However, for many years, WKRP has not been available on DVD. When it was a television program, an agreement was in place between television producers and music licensing organizations such as ASCAP and BMI wherein a standard licensing fee was paid for each song that was played on a television show. As such, the producers could determine how much money would be paid for their use of music clips and budget accordingly. However, there is no similar standard agreement for use of music on DVDs (which ASCAP and BMI do not control), and the producers are now faced with the prospect of negotiating individually with several dozen composers. The current owner of the show, 20th Century Fox, released a DVD of the show starting in the first half of 2007, using "soundalike" versions of music for which they could not obtain rights.

Eminent domain

In order to construct roads, railroads, and similar transportation arteries, eminent domain has long been considered necessary. Although the benefit to society from the transportation route may be substantial, without eminent domain every single one of the property owners along the way must agree in order for the route to be built; this provides the conditions for the tragedy of the anticommons, as even if hundreds agree, a single landowner could stop the road or railroad. The ability for one person to veto the construction drastically increases the transaction costs for such projects.

trust - a relationship of reliance. A trusted party is presumed to seek to fulfill policies, ethical codes, law and their previous promises.
Trust does not need to involve belief in the good character, vices, or morals of the other party. Persons engaged in a criminal activity usually trust each other to some extent. Also trust does not need to include an action that you and the other party are mutually engaged in. Trust is a prediction of reliance on an action, based on what a party knows about the other party. Trust is a statement about what is otherwise unknown -- for example, because it is far away, cannot be verified, or is in the future. In psychology and sociology, a trust metric is a measure of how a member of a group is trusted by the other members. Trust metrics may be abstracted in a manner that can be implemented on computers, making them of interest for the study and engineering of virtual communities, such

Transition Town



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Transition Towns is a movement that was founded in Kinsale, Ireland and Totnes, England by environmentalist Rob Hopkins during 2005 and 2006. The aim of the project is to equip communities for the dual challenges of climate change and peak oil. The movement currently has member communities in a number of countries worldwide.

History

The Transition concept emerged from work permaculture designer Rob Hopkins had done with the students of Kinsale Further Education College in writing an "Energy Descent Action Plan". This looked at across-the-board creative adaptations in the realms of energy production, health, education, economy and agriculture as a "road map" to a sustainable future for the town. One of his students, Louise Rooney, set about developing the Transition Towns concept and presented it to Kinsale Town Council resulting in the historic decision by Councillors to adopt the plan and work towards energy independence.

The idea was adapted and expanded in September 2006 to Hopkins' hometown of Totnes where he is now based. The initiative spread quickly, and as of September 2008, there were one hundred communities recognised as official Transition Towns in the United Kingdom, Ireland, Australia, and New Zealand. While referred to as Towns, the communities involved range from villages (Kinsale), through council districts (Penwith) to cities and city boroughs (Brixton).

as Friendster and LiveJournal. Attack resistance is an important property of trust metrics which reflects their ability not to be overly influenced by agents who try to manipulate the trust metric and who participate in bad faith (i.e. who aim to abuse the presumption of trust).

The first commercial forms of trust metrics in computer software were in applications like eBay's Feedback Rating. Slashdot introduced its notion of karma, earned for activities perceived to promote group effectiveness, an approach that has been very influential in later virtual communities. Another formal trust metric and trust model is that of subjective logic which in addition to trust levels includes the ability to express ownership (subjectivity) and degrees of uncertainty. A fundamental property of this model is that trust is diluted, i.e. becomes more uncertain, through transitivity . This metric is used in some online communities like e.g. Rummble.com.

Recently, researchers have shown that trust transitivity does not always hold and, consequently, have proposed new trust metrics .

The free software de-

veloper resource Advogato is based on a novel approach to attack resistant trust metrics of Raph Levien. Levien observed that Google's PageRank algorithm can be understood to be an attack resistant trust metric rather similar to that behind Advogato. Despite the trust metric a widely-known Internet psychopath has gained posting privileges to the front page of Advogato, illustrating just how complex the problem of trust is.
Trust Metrics Wiki is a Wiki whose goal is to review, understand, code and compare on same data all the trust metrics proposed so far.
Trust metrics are closely related to reputation systems.

turn-taking - The set of practices by which a conversation is done in and through turns. Turn-taking is one of the fundamental organizations of conversation. According to the science of conversation analysis (CA), the turn-taking system consists of two components: the turn constructional component and the turn allocational component. The turn-taking organization is described in Sacks, H., Schegloff, E.

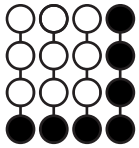
Features of the project

The main aim of the project generally, and echoed by the Towns locally, is to raise awareness of sustainable living and build local resilience in the near future. Communities are encouraged to seek out methods for reducing energy usage as well as increasing their own self reliance — a slogan of the movement is "Food feet, not food miles!". Initiatives so far have included creating community gardens to grow food; business waste exchange, which seeks to match the waste of one industry with another industry that uses this waste; and even simply repairing old items rather than throwing them away.

While the focus and aims remain the same, the methods used to achieve these vary. For example, Totnes has introduced its own local currency, the Totnes pound, which is redeemable in local shops and businesses helping to reduce food miles while also supporting local firms. This idea is also planned to be introduced in three Welsh Transition Towns.

Central to the Transition Town movement is the idea that a life without oil could in fact be far more enjoyable and fulfulling than the present "by shifting our mind-set we can actually recognise the coming post-cheap oil era as an opportunity rather than a threat, and design the future low carbon age to be thriving, resilient and abundant – somewhere much better to live than our current alienated consumer culture based on greed, war and the myth of perpetual growth."

Transparency



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When used in a social context, **transparency** implies openness, communication, and accountability. It is a metaphorical extension of the meaning a "transparent" object is one that can be seen through. Transparent procedures include open meetings, financial disclosure statements, the freedom of information legislation, budgetary review, audits, etc.

Banking

Banking transparency and disclosure of bank activities are suggested to prevent future banking crises , underground banking, unpublished accounts (clearstream) , money laundering, tax evasion, and other fraud . Forcing banks to disclose more information about their lending and investment in deprived areas is suggested as part of the fight against financial exclusion.

Corporate

Corporate transparency, a form of radical transparency is the construct of removing all barriers to —and facilitating of— free and easy public access to corporate, political and personal information and the laws, rules, social connivance and processes that facilitate and protect those individuals and corporations who freely join, develop and embellish the process.

Management

Radical transparency is a management method where nearly all decision making is carried out publicly. All draft documents, all arguments for and against a proposal, the decisions about the decision making process itself, and all final decisions, are made publicly and remain publicly archived.

A., & Jefferson, G. (1974). A simplest systematics for the organization of turn-taking for conversation. Language, 50, 696-735.

While CA does not explicitly claim that turn-taking is universal, as research is conducted on more languages, it is possible that if there were any basis for a claim to universality in language, turn-taking is a good candidate. The turn-taking model for conversation was arrived at inductively through empirical investigation of field recordings of conversation and fitted to such observationally arrived at fact as overwhelmingly, participants in conversation talk one at a time, while managing to minimize gaps between turns at talk, and overlapping turns.

Turn Constructional Component

The turn constructional component describes basic units out of which turns are fashioned. These basic units are known as turn constructional units or TCUs. Unit types include: lexical, clausal, phrasal, and sentential. These are grammatically and pragmatically complete units, meaning that in a particular context they accom-

plish recognizable social actions.

Note that not all unit types may exist in all languages. Further, it is possible that there are units in other languages, such as particles in Asian languages, that may not exist in English.

Turn Allocational Component

The turn allocational component describes how turns are allocated among participants in a conversation. The three ordered options are: Current Speaker selects Next Speaker; Next Speaker Self-selects as Next; or Current Speaker Continues.

Sequence Organization

This concerns how actions are ordered in conversation.

Adjacency pairs

Talk tends to occur in responsive pairs; however, the pairs may be split over a sequence of turns.

Pre-sequences

A pair of turns understood as a preliminary to the main course of action. For example, "guess what"-"what" (as a preliminary to an announcement of some sort) or "what are you doing"-"nothing" (as a prelimi-

Media

Media Transparency is the concept of determining how and why information is conveyed through various means. If the media and the public knows everything that happens in all authorities and county administrations there will be a lot of questions, protests and suggestions coming from media and the public. People who are interested in a certain issue will try to influence the decisions. Transparency creates an everyday participation in the political processes by media and the public. One tool used to increase everyday participation in political processes is Freedom of Information legislation and requests. Modern democracy builds on such participation of the people and media. There are, for anybody who is interested, many ways to influence the decisions at all levels in society.

Politics

In politics transparency is introduced as a means of holding public officials accountable and fighting corruption. When government meetings are open to the press and the public, when budgets and financial statements may be reviewed by anyone, when laws, rules and decisions are open to discussion, they are seen as transparent and there is less opportunity for the authorities to abuse the system in their own interest .

In government, politics, ethics, business, management, law, economics, sociology, etc., transparency is the opposite of privacy; an activity is transparent if all information about it is open and freely available. Thus when courts of law admit the public, when fluctuating prices in financial markets are published in newspapers, those processes are transparent.

Open government is the political doctrine which holds that the business of government and state administration should be opened at all levels to effective public scrutiny and oversight.

When military authorities classify their plans as secret, transparency is absent. This can be seen as either positive or negative; positive, because it can increase national security, negative, because it can lead to secrecy, corruption and even a military dictatorship.

Research

Scholarly research in any academic discipline may also be labeled as (partly) transparent (or Open research) if some or all relevant aspects of the research are open in the sense of Open source, Open Access and Open Data, thereby facilitating social recognition and accountability of the scholars who did the research and replication by others interested in the matters addressed by it .

While a liberal democracy can be a plutocracy, where decisions are taken behind locked doors and the people have very small possibilities to influence the politics between the elections, a participative democracy is more closely connected to the will of the people.

Participative democracy, built on transparency and everyday participation, has been used officially in northern Europe for decades. (In the northern European country Sweden, public access to government documents became a law as early as 1766.) It has officially been adopted as an ideal to strive for by the rest of EU.

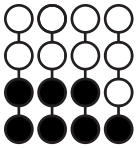
nary to an invitation or a request).

Preference organization

There are structural (i.e. practice-underwritten) preferences for some types of actions (within sequences of action) in conversation over other actions. For example, responsive actions which agree with, or accept, positions taken by a first action tend to be performed more straightforwardly and faster than actions that disagree with, or decline, those positions (Pomerantz 1984; Davidson 1984). One consequence of this is that agreement and acceptance are promoted over their alternatives, and are more likely to be the outcome of the sequence. Pre-sequences are also a component of preference organization and contribute to this outcome (Schegloff 2007).

Repair

Repair organization describes how parties in conversation deal with problems in speaking, hearing, or understanding. Repair is classified by who initiates repair (self or other) and by who resolves the problem (self or other) as well as by how it unfolds within a turn or a sequence of turns.



Unconference

OSP PLAT USER

An **unconference** is a facilitated, face-to-face, and participant-driven conference centered around a theme or purpose. The term "unconference" has been applied, or self-applied, to a wide range of gatherings that try to avoid one or more aspects of a conventional conference, such as high fees and sponsored presentations. For example, in 2006, CNNMoney applied the term to diverse events including BarCamp, Bloggercon, and Mashup Camp. The term is primarily used in the geek community. There are parallels with science-fiction fandom, in which a low-key convention with less structure is called a Relaxacon.

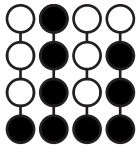
History

In his 1997 book *Open Space Technology*, Harrison Owen discussed many of the techniques now associated with the modern unconference, although his book does not use the term "unconference."

The term unconference first appeared in an announcement for the annual XML developers conference in 1998. More recently, the term was used by Lenn Pryor when discussing BloggerCon and was popularized by Dave Winer, the organizer of BloggerCon, in an April 2004 writeup.

The 2003 FooCamp gave wide publicity to the particular unconference model where "there is no agenda until .. the attendees made one up."

unconscious - Many observers throughout history have argued that there are influences on consciousness from other parts of the mind. These observers differ in the use of related terms, including: unconsciousness as a personal habit; being unaware and intuition. Terms related to semi-consciousness include: awakening, implicit memory, the subconscious, subliminal messages, trance, and hypnosis. Although sleep, sleep walking, delirium and coma may signal the presence of unconscious processes, these processes are not the unconscious mind. Science is also in its infancy in exploring the limits of consciousness. Probably the most detailed and precise of the various notions of 'unconscious



Unorganisation

CON USER DEC

Unorganisation is an approach to organisational structure and design that consciously removes or avoids layers of management and bureaucracy, eschews job titles, and instead attempts to operate with the minimum of formal structure so as to become as flexible and effective as possible.

Unorganisation is not the same disorganisation (which is a chaotic environment in which little can be easily or quickly achieved); neither is the same as being disorganised, a term usually applied to industries with non-unionised labour (or just being personally untogether).

Origin

Whilst the idea of unorganisation has been a common theme among management theorists (see Tom Peters, for example), the term itself was apparently coined by Simon Buckingham, who wrote extensively about unorganisation on his web site www.unorg.com (now defunct) from 1996 through to 2004. The ubiquity of distributed networks, mobile communications technologies and team based project approaches to work have brought many of the ideas that he wrote about to fruition, to the extent that they now seem passé and dated. His term for what has now become common never really caught on, yet it remains an excellent catch-all for those who reject large corporate bureaucracy as a necessity (evil or not), and instead see a future of autonomous individuals contributing their skills and effort to a shifting set of projects according to their interests and/or current requirement for remuneration.

Buckingham's writing had a particularly revolutionary

mind' — and the one which most people will immediately think of upon hearing the term — is that developed by Sigmund Freud and his followers. It lies at the heart of psychoanalysis.
Consciousness, in Freud's topographical view (which was his first of several psychological models of the mind) was a relatively thin perceptual aspect of the mind, whereas the subconscious was that merely autonomic function of the brain. The unconscious was considered by Freud throughout the evolution of his psychoanalytic theory a sentient force of will influenced by human drive and yet operating well below the perceptual conscious mind. For Freud, the unconscious is the storehouse of instinctual desires, needs, and psychic actions. While past thoughts and memories may be deleted from immediate consciousness, they direct the thoughts and feelings of the individual from the realm of the unconscious.
Freud divided mind into the conscious mind or Ego and two parts of the Unconscious: the Id or instincts and the Superego. He used the idea of the unconscious in order to explain certain kinds

of neurotic behavior.

In this theory, the unconscious refers to that part of mental functioning of which subjects make themselves unaware.[29] Freud proposed a vertical and hierarchical architecture of human consciousness: the conscious mind, the preconscious, and the unconscious mind - each lying beneath the other. He believed that significant psychic events take place "below the surface" in the unconscious mind,[30] like hidden messages from the unconscious - a form of intrapersonal communication out of awareness. He interpreted these events as having both symbolic and actual significance. Carl Jung developed the concept further. He divided the unconscious into two parts: the personal unconscious and the collective unconscious. The personal unconscious is a reservoir of material that was once conscious but has been forgotten or suppressed.

The collective unconscious is the deepest level of the psyche containing the accumulation of inherited experiences. There is a considerable two way traffic between the ego and the personal unconscious. For exam-

flavour, looking forward to a 'globally unorganised world of freedom, diversity and instability', in contrast to the certainty and convention that he saw as characterising the orderly organised world. He looked forward to the rise of 'technological capitalism', as the next step away from communism, socialism and capitalism.

Implications

At the company level, disorganisation requires 'downstructuring' (removing structure), as distinct from restructuring (changing structure) or downsizing (removing people). Downstructuring is the practice of eliminating systems and procedures, such as job titles and paper-based administrative processes, so as to make what remains flexible and dynamic.

At the individual level, Buckingham suggested that people should stop seeing themselves as 'interchangeable units of economic production', and instead seek to realise their own growth potential by developing multiple 'lifestreams' – alternative areas of expertise that develop from interests and hobbies into a diverse set of skills and experiences that can be contributed to projects and teams as an alternative means of earning a living.

Buckingham reckoned that three things drive intentional unorganisation:

- Individual dissatisfaction with impersonal corporate hierarchies, which should be replaced by 'voluntary and impermanent collaborations between independent individuals'. This is associated with the idea that talent should determine future wealth, not current wealth and access to economic opportunities limited just to those who have already benefited from other opportunities
- Increasing ability of individuals to act independently using telecommunications technologies to work, collaborate and access both opportunities and information. This trend has accelerated as technology costs have fallen whilst their power has increased

- Outsourcing of many parts of the value chain associated with the production and distribution of a product or service, as a means of cutting costs, building flexibility, and ensuring competitiveness

Buckingham anticipated that these trends would lead to "technological capitalism realising in practice the equality of opportunity amongst individuals that was always the theoretical goal of communism whilst anchoring the achievement of such equality firmly within an economic system of very free markets". This has clearly yet (as of 2006) to be achieved for the majority of the world's people.

Contemporary manifestations

Unorganisation has become mainstream in the early 21st century as a consequence of globalisation, which has been both a driver and a result of the use of the internet and associated technologies to distribute related business activities around the planet to their lowest cost / highest value locations. Related developments include the efforts to liberalise trade and reduce barriers to the flow of goods, people and information. The rise of the knowledge economy and information society are also manifestations of unorganisation.

Similarly, unorganisation can be observed as an obvious feature of the open source approach to software development and other kinds of collaborative development. Wikipedia itself could be seen as a deliberately unorganised entity.

ple, our attention can wander from this printed page to a memory of something we did yesterday.

unschooling - The term "unschooling" refers to a range of educational philosophies and practices that differ markedly from conventional schooling; while often considered to be a subset of homeschooling, unschoolers may be philosophically as estranged from most homeschoolers as they are from the advocates of conventional schooling. The term unschooling was almost certainly coined by John Holt in the 1970s, who is also widely regarded as the "father" of unschooling. While there is significant variation in what is meant by "unschooling", generally speaking, unschoolers believe that the use of standard curricula and conventional grading methods, as well as other features of traditional schooling, are counterproductive to the goal of maximizing the education of each child. Instead, unschoolers typically allow children to learn through their natural life experiences, including game play, household responsibilities, and social interaction.

user-centered design - In broad terms, user-centered design (UCD) is a design philosophy and a process in which the needs, wants, and limitations of the end user of an interface or document are given extensive attention at each stage of the design process. User-centered design can be characterized as a multi-stage problem solving process that not only requires designers to analyze and foresee how users are likely to use an interface, but also to test the validity of their assumptions with regards to user behaviour in real world tests with actual users. Such testing is necessary as it is often very difficult for the designers of an interface to understand intuitively what a first-time user of their design experiences, and what each user's learning curve may look like.
The chief difference from other interface design philosophies is that user-centered design tries to optimize the user interface around how people can, want, or need to work, rather than forcing the users to change how they work to accommodate the system or function.

User-generated content

CON USER

User generated content (**UGC**, often hyphenated), also known as **Consumer Generated Media** (**CGM**) or **User created Content** (**UCC**), refers to various kinds of media content, publicly available, that are produced by end-users.

The term entered mainstream usage during 2005 having arisen in web publishing and new media content production circles. Its use for a wide range of applications including problem processing, news, gossip and research reflects the expansion of media production through new technologies that are accessible and affordable to the general public. All digital media technologies are included, such as question-answer databases, digital video, blogging, podcasting, mobile phone photography and wikis. In addition to these technologies, user generated content may also employ a combination of open source, free software, and flexible licensing or related agreements to further reduce the barriers to collaboration, skill-building and discovery.

Sometimes UGC can constitute only a portion of a website. For example on Amazon.com the majority of content is prepared by administrators, but numerous user reviews of the products being sold are submitted by regular visitors to the site.

Often UGC is partially or totally monitored by website administrators to avoid offensive content or language, copyright infringement issues, or simply to determine if the content posted is relevant to the site's general theme.

Characteristics and development of UGC

The advent of user generated content marks a shift among some media organizations from creating on-line content to creating the facilities and framework for non-media professionals (ie, 'ordinary people') to publish their own content in prominent places.

User generated content has also been characterized as 'Conversational Media', as opposed to the 'Packaged Goods Media' of the past century. The former is a two-way process in contrast to the one-way distribution of the latter. Conversational or two-way media is a key characteristic of so-called Web 2.0 which encourages the publishing of one's own content and commenting on other people's.

The notion of the passive audience therefore has shifted since the birth of New Media, and an ever-growing number of participatory users are taking advantage of the interactive opportunities, especially on the Internet to create independent content. Grassroots experimentation then generated an innovation in sounds, artists, techniques and associations with audiences which then are being used in mainstream media. The active, participatory and creative audience is prevailing today with relatively accessible media, tools and applications, and its culture is in turn affecting mass media corporations and global audiences.

The OECD has defined three central characteristics for UGC:

1. **Publication requirement:** While UGC could be made by a user and never published online or elsewhere, we focus here on the work that is published in some context, be it on a publicly accessible website or on a page on a social networking site only accessible to a select group of people (eg, fellow university students). This is a useful way to exclude email, two-way instant messages and the like.

2. **Creative effort:** This implies that a certain amount

userland - refers to an application space that is external to the kernel and is protected by privilege separation. More specifically, it can refer to the set of libraries provided by the operating system for performing input/output or otherwise interacting with the kernel and is often used interchangeably with user space in this context. It can also refer to non-kernel system components such as a shell or user utilities for manipulating filesystem objects that are collectively referred to as "the userland".
In the filesystem hierarchical sense, userland means storage space on the system disk that is not part of critical system storage, i.e., storage space used for storage of user files such as personal documents and other non-critical data. On Unix systems this space typically resides in the Home directory.

utopia - a name for an ideal community, taken from the title of a book written in 1516 by Sir Thomas More describing a fictional island in the Atlantic Ocean, possessing a seemingly perfect socio-politico-legal

system. The term has been used to describe both intentional communities that attempted to create an ideal society, and fictional societies portrayed in literature. "Utopia" is sometimes used pejoratively, in reference to an unrealistic ideal that is impossible to achieve, and has spawned other concepts, most prominently dystopia.
The word comes from Greek: "not" and "place", indicating that More was utilizing the concept as allegory and did not consider such an ideal place to be realistically possible. It is worth noting that the homophone Eutopia, derived from the Greek "good" or "well", and, "place", signifies a double meaning that was almost certainly intended. Despite this, most modern usage of the term "Utopia" assumes the latter meaning, that of a place of perfection rather than nonexistence. A political utopia is one in which the government establishes a society that is striving toward perfection. A political or historical utopia is basically impossible to find.
A global utopia of world peace is often seen as one of the possible endings of history. Within the localized political structures

of creative effort was put into creating the work or adapting existing works to construct a new one; i.e. users must add their own value to the work. The creative effort behind UGC often also has a collaborative element to it, as is the case with websites which users can edit collaboratively. For example, merely copying a portion of a television show and posting it to an online video website (an activity frequently seen on the UGC sites) would not be considered UGC. If a user uploads his/her photographs, however, expresses his/her thoughts in a blog, or creates a new music video, this could be considered UGC. Yet the minimum amount of creative effort is hard to define and depends on the context.

3. **Creation outside of professional routines and practices:** User generated content is generally created outside of professional routines and practices. It often does not have an institutional or a commercial market context. In extreme cases, UGC may be produced by non-professionals without the expectation of profit or remuneration. Motivating factors include: connecting with peers, achieving a certain level of fame, notoriety, or prestige, and the desire to express oneself.

Mere copy & paste or a link could also be seen as user generated self-expression. The action of linking to a work or copying a work could in itself motivate the creator, express the taste of the person linking or copying. Digg.com, Stumbleupon.com, leaptag.com is a good example where such linkage to work happens. The culmination of such linkages could very well identify the tastes of a person in the community and make that person unique through statistical probabilities.

Adoption and recognition by mass media

The British Broadcasting Corporation set up a user generated content team as a pilot in April 2005 with 3 staff. In the wake of the 7 July 2005 London bombings and the

Buncefield oil depot fire, the team was made permanent and was expanded, reflecting the arrival in the mainstream of the 'citizen journalist'. After the Buncefield disaster the BBC received over 5,000 photos from viewers. The BBC does not normally pay for content generated by its viewers.

In 2006 CNN launched CNN iReport, a project designed to bring user generated news content to CNN. Its rival Fox News Channel launched its project to bring in user-generated news, similarly titled "uReport". This was typical of major television news organisations in 2005-2006, who realised, particularly in the wake of the 7th July bombings, that citizen journalism could now become a significant part of broadcast news. Sky News, for example, regularly solicits for photographs and video from its viewers.

User generated content was featured in Time magazine's 2006 Person of the Year, in which the person of the year was "you", meaning all of the people who contribute to user generated media such as YouTube and Wikipedia.

Different types of user generated content

- Discussion boards
- Blogs
- Wikis
- Social networking sites
- News Sites
- Trip planners
- Customer review sites
- Experience or photo sharing sites
- Any other website that offers the opportunity for the consumer to share their knowledge and familiarity with a product or experience

or spheres it presents, "polyculturalism" is the model-based adaptation of possible interactions between different cultures and identities in accordance with the principles of participatory society.
Technological utopias are set in the future, when it is believed that advanced science and technology will allow utopian living standards; for example, the absence of death and suffering; changes in human nature and the human condition. These utopian societies tend to change what "human" is all about. Technology has affected the way humans have lived to such an extent that normal functions, like sleep, eating or even reproduction, has been replaced by an artificial means. Other kinds of this utopia envisioned, include a society where humans have struck a balance with technology and it is merely used to enhance the human living condition (e.g. Star Trek). In place of the static perfection of a utopia, libertarian transhumanists envision an "extropia", an open, evolving society allowing individuals and voluntary groupings to form the institutions and social forms they prefer.
Buckminster Fuller pre-

sented a theoretical basis for technological utopianism and set out to develop a variety of technologies ranging from maps to designs for cars and houses which might lead to the development of such a utopia.

utopian socialism - a term used to define the first currents of modern socialist thought. Although it is technically possible for any person living at any time in history to be a utopian socialist, the term is most often applied to those utopian socialists who lived in the first quarter of the 19th century. From the mid-19-th century onwards, the other branches of socialism overtook the utopian version in terms of intellectual development and number of supporters. Utopian socialists were important in the formation of modern movements for intentional community and cooperatives.

Utopian socialists never actually used this name to describe themselves; the term "utopian socialism" was introduced by Karl Marx and Friedrich Engels (in The Communist Manifesto) and used by later socialist thinkers to describe early socialist

Criticism

The term "user generated content" has received some criticism. The criticism to date has addressed issues of fairness, quality, privacy and the sustainable availability of creative work and effort. However, there is much that can be said and is being done in response to such healthy critique.

Some commentators assert that the term "user" implies an illusory or unproductive distinction between different kinds of "publishers," with the term "users" exclusively used to characterize publishers who operate on a much smaller scale than traditional mass-media outlets or who operate for free.Such classification is said to perpetuate a unfair distinction that some argue is diminishing because of the prevalence and affordability of the means of production and publication. A better response might be to offer optional expressions that better capture the spirit and nature of such work, such as EGC, Entrepreneurial Generated Content.

User generated content has also come under fire from established media outlets such as the New York Times. Critics complain that the quality of user-generated content is not up to par with the quality produced by formally trained writers and is contributing to the decline of standards in publishing, especially news. Such complaints show a deep misunderstanding of the nature of UGC creations. There is undeniably a long tail of user-generated content being generated that ranges from low to high. However, grammatically correct and compellingly written work is not necessarily substantive, honest or true and vice-versa, as sophisticated writers such as those at New York Times who can recall the Jason Blair case of 2003 should know quite well. Because UGC allows many more people to publish there are also other important elements being created, including: high-quality content; a greater sense of authenticity provided by many with first hand knowledge; and an independence from the editorial edicts, political obligations and biases of the owners of various media publications from whom the "pros" draw

their salary. Further, the many immediate feedback options such as comment postings of blog sites and outright open editing by others (a fundamental feature of wiki systems), encourages an egalitarian character to public creations as well as a frankly assessed body of work that educates and improves all who participate. That is, these are UGC elements that vastly and continually increase the standards of publishing on a global scale that commercial systems cannot hope to emulate and by design would have no intention of doing. Consumers learn to filter content, and UGC gives them an expanding range choices in contrast to selecting from the increasingly consolidated flavors of commercial media.

Another concern is often raised relating to the privacy of personal information. Naive and beginning users may fail to make the distinction between public and private/ personal information, sharing data that could make them vulnerable to harm ranging from financial to physical. Further, the social networking sites sometimes reveal personal information by default, either requiring the users to turn-off viewing or sometimes not providing a way to hide or cancel information deemed personal by many. Public criticism has helped to correct the worst of such situations.

User Generated Content Area:

(Write a "U" entry here, then write us)

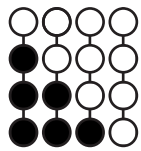
or quasi-socialist intellectuals who created hypothetical visions of perfect egalitarian and communalist societies without actually concerning themselves with the manner in which these societies could be created or sustained.
Although the utopian socialists did not share any common political, social, or economic perspectives, Marx and Engels argued that certain intellectual characteristics of the utopian socialists unified the disparate thinkers. In The Communist Manifesto, Marx and Engels wrote, "The undeveloped state of the class struggle, as well as their own surroundings, causes Socialists of this kind to consider themselves far superior to all class antagonisms. They want to improve the condition of every member of society, even that of the most favored. Hence, they habitually appeal to society at large, without distinction of class; nay, by preference, to the ruling class. For how can people, when once they understand their system, fail to see it in the best possible plan of the best possible state of society?. Hence, they reject all political, and especially all revolutionary, action; they wish

to attain their ends by peaceful means, and endeavor, by small experiments, necessarily doomed to failure, and by the force of example, to pave the way for the new social Gospel."

Marx and Engels used the term "scientific socialism" to describe the type of socialism they saw themselves developing. According to Engels, socialism was not *"an accidental discovery of this or that ingenious brain, but the necessary outcome of the struggle between two historically developed classes – the proletariat and the bourgeoisie. Its task was no longer to manufacture a system of society as perfect as possible, but to examine the historico-economic succession of events from which these classes and their antagonism had of necessity sprung, and to discover in the economic conditions thus created the means of ending the conflict."*

Critics have argued that utopian socialists who established experimental communities were in fact trying to apply the scientific method to human social organization, and were therefore not utopian. For instance, Joshua Muravchik stated that science is "the practice of experimentation, of hypothesis and test," and argued that "Owen and

Fourier and their followers were the real 'scientific socialists.' They hit upon the idea of socialism, and they tested it by attempting to form socialist communities." Muravchik further argued that, in contrast, Marx made untestable predictions about the future, and that Marx's view that socialism would be created by impersonal historical forces may lead one to conclude that it is unnecessary to strive for socialism, because it will happen anyway. In modern culture, heaven is often described as something similar to a socialist utopia, but the most familiar utopian socialist society would be that of the United Federation of Planets in the popular television series Star Trek, particularly as depicted in Star Trek: The Next Generation. There is no money, no want, no poverty, no crime, no disease or ignorance in human society; virtually everyone works for the advancement of all humanity as well as the rest of the Federation. The advent and use of the replicator helped in Earth's transformation to a socialist utopia due to its ability to produce mass quantities of any goods at little cost.

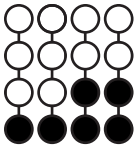


Utility cooperative

C CON DEC

A utility cooperative is a public utility that is owned by its customers. It is a type of consumers' cooperative. In the US, many such cooperatives were formed to provide rural electrical and telephone service as part of the New Deal.

Village Building Convergence



LOC USER

validity - The term validity in logic applies to arguments or statements.

Validity of arguments

An argument is valid if and only if the truth of its premises entails the truth of its conclusion, it would be self-contradictory to affirm the premises and deny the conclusion. The corresponding conditional of a valid argument is a logical truth and the negation of its corresponding conditional is a contradiction. The conclusion is a logical consequence of its premises.

An argument that is not valid is said to be "invalid".

An example of a valid argument is given by the following well-known syllogism:

- All men are mortal.
- Socrates is a man.
- Therefore, Socrates is mortal.

What makes this a valid argument is not that it has

The **Village Building Convergence** (VBC) is an annual 10-day event held every May in Portland, Oregon, United States. The event is coordinated by the City Repair Project and consists of a series of workshops incorporating natural building and permaculture design at multiple sites around the city. Many of the workshops center around "intersection repairs" which aim to transform street intersections into public gathering spaces.

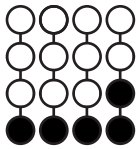
Background

In 1996, neighbors in the Sellwood neighborhood of Portland at the intersection of 9th and Sherrett created a tea stand, children's playhouse and community library on the corner and renamed it "Share-It Square" . Community organizers founded the City Repair Project that same year, seeking to share their vision with the community. In January 2000, the Portland City Council passed ordinance #172207, an "Intersection Repair" ordinance, allowing neighborhoods to develop public gathering places in certain street intersections.

Sites

The first Village Building Convergence took place in May 2002, then called the Natural Building Convergence. During its history, the VBC has coordinated the creation of over 72 natural building and permaculture sites in Portland, including information kiosks, painted intersections, cob benches, and a strawbale house at Dignity Village. The sites are primarily located in the southeast quadrant of

Portland. Natural builders from around the world have coordinated the activities at many of the construction sites at the Village Building Convergence. Most of the labor taking place at the sites is done by volunteers.



Viral

USER P2P

Viral marketing and viral advertising refer to marketing techniques that use pre-existing social networks to produce increases in brand awareness or to achieve other marketing objectives (such as product sales) through self-replicating viral processes, analogous to the spread of pathological and computer viruses. It can be word-of-mouth delivered or enhanced by the network effects of the Internet. Viral marketing is a marketing phenomenon that facilitates and encourages people to pass along a marketing message voluntarily. Viral promotions may take the form of video clips, interactive Flash games, advergames, ebooks, brandable software, images, or even text messages. The basic form of viral marketing is not infinitely sustainable.

It is claimed that a customer tells an average of three people about a product or service they like, and eleven people about a product or service which they did not like. Viral marketing is based on this natural human behavior.

The goal of marketers interested in creating successful viral marketing programs is to identify individuals with high Social Networking Potential (SNP) and create Viral Messages that appeal to this segment of the population and have a high probability of being passed along.

The term "viral marketing" is also sometimes used pejoratively to refer to stealth marketing campaigns —the use of varied kinds of astroturfing both online and offline to create the impression of spontaneous word of mouth enthusiasm. A viral video is a video clip that gains widespread

true premises and a true conclusion, but the logical necessity of the conclusion, given the two premises: the argument would be just as valid were the premises and conclusion false. The following argument is of the same logical form but with false premises and a false conclusion, and it is equally valid:

- All cups are green.
- Socrates is a cup.
- Therefore, Socrates is green.

No matter how the universe might be constructed, it could never be the case that these arguments should turn out to have simultaneously true premises but a false conclusion. The above arguments may be contrasted with the following invalid one:

- All men are mortal.
- Socrates is mortal.
- Therefore, Socrates is a man.

Validity and Soundness

One thing we should note is that the validity of deduction is not at all affected by the truth of the premise or the truth of the conclusion. The following deduction is perfectly valid:

- All fire-breathing rabbits live on Mars
- All humans are fire-breathing rabbits

• Therefore all humans live on Mars

The problem with the argument is that it is not sound. In order for a deductive argument to be sound, the deduction must be valid and the premise must be true.

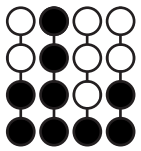
value - In ethics, value is a property of objects, including physical objects as well as abstract objects (e.g. actions), representing their degree of importance.

Ethic value denotes something's degree of importance, with the aim of determining what action or life is best to do or live, or at least attempt to describe the value of different actions. It may be described as treating actions themselves as abstract objects, putting value to them. It deals with right conduct and good life, in the sense that a highly, or at least relatively highly, valuable action or may be regarded as ethic good (adjective sense), and an action of low, or at least relatively low, value may be regarded as bad.

What makes an action valuable may in turn depend on the ethic values of the objects it increases, decreases or alters. An object with ethic value may be termed an ethic

popularity through the process of Internet sharing, typically through email or Instant messaging, blogs and other media sharing websites. Viral videos are often humorous in nature and include televised comedy sketches such as Saturday Night Live's Lazy Sunday and Dick in a Box; amateur video clips like Star Wars Kid, the Numa Numa videos, The Dancing Cadet, The Evolution of Dance, the "Benny Lava" video; and web-only productions such as I Got a Crush... on Obama. Some "eyewitness" events have also been caught on video and have "gone viral," including the Battle at Kruger.

With the proliferation of camera phones, many videos are being shot by amateurs on these devices.[original research?] The availability of cheap video editing and publishing tools allows video shot on mobile phones to be edited and distributed virally both on the web by email or website, and between phones by Bluetooth or MMS. These consumer-shot videos are typically non-commercial videos intended for viewing by friends or family.

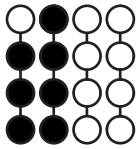


Virtual Community

CON

A **virtual community** is a group of people that primarily interact via communication media such as newsletters, telephone, email, online social networks or instant messages rather than face to face, for social, professional, educational or other purposes. If the mechanism is a computer network, it is called an online community. Virtual and online communities have also become a supplemental form of communication between people who know each other primarily in real life. Many means are used in social software separately or in combination, including text-based chatrooms and forums that use voice, video text or avatars. Significant socio-technical change may have resulted from the proliferation of such Internet-based so-

cial networks.



Virtual Team

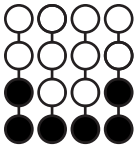
CON

A **virtual team** - also known as a Geographically Dispersed Team (GDT) — is a group of individuals who work across time, space, and organizational boundaries with links strengthened by webs of communication technology. They have complementary skills and are committed to a common purpose, have interdependent performance goals, and share an approach to work for which they hold themselves mutually accountable. Geographically dispersed teams allow organizations to hire and retain the best people regardless of location. Members of virtual teams communicate electronically, so they may never meet face to face. However, most teams will meet at some point in time. A virtual team does not always mean teleworker. Teleworkers are defined as individuals who work from home. Many virtual teams in today's organizations consist of employees both working at home and small groups in the office but in different geographic locations.

or philosophic good (noun sense).
A personal and cultural value is a relative ethic value, an assumption upon which implementation can be extrapolated. A value system is a set of consistent values and measures. A principle value is a foundation upon which other values and measures of integrity are based. Values are considered subjective and vary across people and cultures. Types of values include ethical/moral values, doctrinal/ideological (political, religious) values, social values, and aesthetic values. It is debated whether some values are intrinsic.

vendor lock-in - Also known as proprietary lock-in, or customer lock-in, makes a customer dependent on a vendor for products and services, unable to use another vendor without substantial switching costs. It is provided here as a stark contrast to open source models. Lock-in costs which create barriers to market entry may result in antitrust action against a monopoly.

Web 2.0



PLAT USER

A Tag cloud (constructed by Markus Angermeier) presenting some of the themes of Web 2.0.

Web 2.0 is a term describing the future trend in the use of World Wide Web technology and web design that aims to enhance creativity, information sharing, and, most notably, collaboration among users. These concepts have led to the development and evolution of web-based communities and hosted services, such as social-networking sites, wikis, blogs, and folksonomies. The term became notable after the first O'Reilly Media Web 2.0 conference in 2004. Although the term suggests a new version of the World Wide Web, it does not refer to an update to any technical specifications, but to changes in the ways software developers and end-users use the Web. According to Tim O'Reilly:

> *"Web 2.0 is the business revolution in the computer industry caused by the move to the Internet as platform, and an attempt to understand the rules for success on that new platform.*

Some technology experts, notably Tim Berners-Lee, have questioned whether one can use the term in a meaningful way, since many of the technology components of "Web 2.0" have existed since the early days of the Web.

Web 1.0 - Web 1.0 is a retronym which refers to the state of the World Wide Web, and any web-site design style used before the advent of the Web 2.0 phenomenon. It is the general term that has been created to describe the Web before the 'bursting of the dot-com bubble' in 2001, which is seen by many as a turning point for the internet. Terry Flew, in his 3rd Edition of New Media described what he believed to characterize the differences between Web 1.0 and Web 2.0. "move from personal websites to

Definition

Web 2.0 has numerous definitions. Tim O'Reilly regards Web 2.0 as business embracing the web as a platform and using its strengths (global audiences, for example). O'Reilly considers that Eric Schmidt's abridged slogan, *don't fight the Internet*, encompasses the essence of Web 2.0 — building applications and services around the unique

features of the Internet, as opposed to building applications and expecting the Internet to suit as a platform (effectively "fighting the Internet").

In the opening talk of the first Web 2.0 conference, O'Reilly and John Battelle summarized what they saw as the themes of Web 2.0. They argued that the web had become a platform, with software above the level of a single device, leveraging the power of the "Long Tail", and with data as a driving force. According to O'Reilly and Battelle, an architecture of participation where users can contribute website content creates network effects. Web 2.0 technologies tend to foster innovation in the assembly of systems and sites composed by pulling together features from distributed, independent developers. (This could be seen as a kind of "open source" or possible "Agile" development process, consistent with an end to the traditional software adoption cycle, typified by the so-called "perpetual beta".)

blogs and blog site aggregation, from publishing to participation, from web content as the outcome of large up-front investment to an ongoing and interactive process, and from content management systems to links based on tagging (folksonomy)". These changes resulted from both technological improvements as well as an evolution in user behavior.

Web 2.0 technology encourages lightweight business models enabled by syndication of content and of service and by ease of picking-up by early adopters.

O'Reilly provided examples of companies or products that embody these principles in his description of his four levels in the hierarchy of Web 2.0-ness:

- Level-3 applications, the most "Web 2.0"-oriented, only exist on the Internet, deriving their effectiveness from the inter-human connections and from the network effects that Web 2.0 makes possible, and growing in effectiveness in proportion as people make more use of them. O'Reilly gave as examples eBay, Craigslist, Wikipedia, del.icio.us, Skype, dodgeball, and AdSense.
- Level-2 applications can operate offline but gain advantages from going online. O'Reilly cited Flickr, which benefits from its shared photo-database and from its community-generated tag database.
- Level-1 applications operate offline but gain

features online. O'Reilly pointed to Writely (now Google Docs & Spreadsheets) and iTunes (because of its music-store portion).

- Level-0 applications work as well offline as online. O'Reilly gave the examples of MapQuest, Yahoo! Local, and Google Maps (mapping-applications using contributions from users to advantage could rank as "level 2").

Non-web applications like email, instant-messaging clients, and the telephone fall outside the above hierarchy.

In alluding to the version-numbers that commonly designate software upgrades, the phrase "Web 2.0" hints at an improved form of the World Wide Web. Technologies such as weblogs (blogs), wikis, podcasts, RSS feeds (and other forms of many-to-many publishing), social software, and web application programming interfaces (APIs) provide enhancements over read-only websites. Stephen Fry, who writes a column about technology in the British *Guardian* newspaper, describes Web 2.0 as:

> *…an idea in people's heads rather than a reality. It's actually an idea that the reciprocity between the user and the provider is what's emphasised. In other words, genuine interactivity, if you like, simply because people can upload as well as download.*

The idea of "Web 2.0" can also relate to a transition of some websites from isolated information silos to interlinked computing platforms that function like locally-available software in the perception of the user. Web 2.0 also includes a social element where users generate and distribute content, often with freedom to share and re-use. This can result in a rise in the economic value of the web to businesses, as users can perform more activities online.

Others have provided additional definitions of Web 2.0:

> *…the philosophy of mutually maximizing collective intelligence and added value for each participant by formalized and dynamic information sharing and creation.*

Web 3.0 - one of the terms used to describe the evolutionary stage of the Web that follows Web 2.0. Given that technical and social possibilities identified in this latter term are yet to be fully realised the nature of defining Web 3.0 is highly speculative. In general it refers to aspects of the internet which, though potentially possible, are not technically or practically feasible at this time. refers to a supposed third generation of Internet-based services that collectively comprise what might be called 'the intelligent Web'—such as those using semantic web, microformats, natural language search, data-mining, machine learning, recommendation agents, and artificial intelligence technologies—which emphasize machine-facilitated understanding of information in order to provide a more productive and intuitive user experience. Nova Spivack defines Web 3.0 as the third decade of the Web (2010–2020) during

…all those Internet utilities and services sustained in a data base which can be modified by users whether in its content (adding, changing or deleting- information or associating metadates with the existing information), or how to display them, or in content and external aspect simultaneously

Characteristics

Web 2.0 websites allow users to do more than just retrieve information. They can build on the interactive facilities of "Web 1.0" to provide "Network as platform" computing, allowing users to run software-applications entirely through a browser. Users can own the data on a Web 2.0 site and exercise control over that data. These sites may have an "Architecture of participation" that encourages users to add value to the application as they use it. This stands in contrast to very old traditional websites, the sort which limited visitors to viewing and whose content only the site's owner could modify. Web 2.0 sites often feature a rich, user-friendly interface based on Ajax, openlaszlo, Flex or similar rich media. The sites may also have social-networking aspects.

The concept of Web-as-participation-platform captures many of these characteristics. Bart Decrem, a founder and former CEO of Flock, calls Web 2.0 the "participatory Web" and regards the Web-as-information-source as Web 1.0.

The impossibility of excluding group-members who don't contribute to the provision of goods from sharing profits gives rise to the possibility that rational members will prefer to withhold their contribution of effort and free-ride on the contribution of others.

According to Best, the characteristics of Web 2.0 are: rich user experience, user participation, dynamic content, metadata, web standards and scalability. Three further characteristics that Best did not mention about web 2.0: openness, freedom and collective intelligence by way of user participation – all should be viewed as essential attributes of Web 2.0.

which he suggests several major complementary technology trends will reach new levels of maturity simultaneously including:

- transformation of the Web from a network of separately siloed applications and content repositories to a more seamless and interoperable whole.
- ubiquitous connectivity, broadband adoption, mobile Internet access and mobile devices;
- network computing, software-as-a-service business models, Web services interoperability, distributed computing, grid computing and cloud computing;
- open technologies, open APIs and protocols, open data formats, open-source software platforms and open data (e.g. Creative Commons, Open Data License);
- open identity, OpenID, open reputation, roaming portable identity and personal data;
- the intelligent web, Semantic Web technologies such as RDF, OWL, SWRL, SPARQL, GRDDL, semantic application platforms, and statement-based data-stores;
- distributed data-

bases, the "World Wide Database" (enabled by Semantic Web technologies); and

• intelligent applications, natural language processing. , machine learning, machine reasoning, autonomous agents.

Technology overview

The sometimes complex and continually evolving technology infrastructure of Web 2.0 includes server-software, content-syndication, messaging-protocols, standards-oriented browsers with plugins and extensions, and various client-applications. The differing, yet complementary approaches of such elements provide Web 2.0 sites with information-storage, creation, and dissemination challenges and capabilities that go beyond what the public formerly expected in the environment of the so-called "Web 1.0".

Web 2.0 websites typically include some of the following features/techniques:

- Cascading Style Sheets to aid in the separation of presentation and content
- Folksonomies (collaborative tagging, social classification, social indexing, and social tagging)
- Microformats extending pages with additional semantics
- REST and/or XML- and/or JSON-based APIs
- Rich Internet application techniques, often Ajax and/or Flex, Flash-based
- Semantically valid XHTML and HTML markup
- Syndication, aggregation and notification of data in RSS or Atom feeds
- mashups, merging content from different sources, client- and server-side
- Weblog-publishing tools
- wiki or forum software, etc., to support user-generated content
- Internet privacy, the extended power of users to manage their own privacy in cloaking or deleting

their own user content or profiles.

Web-based applications and desktops

Ajax has prompted the development of websites that mimic desktop applications, such as word processing, the spreadsheet, and slide-show presentation. WYSIWYG wiki sites replicate many features of PC authoring applications. Still other sites perform collaboration and project management functions. In 2006 Google, Inc. acquired one of the best-known sites of this broad class, Writely.

web 4.0 ~ at this time, pronistication at best. See Nova Spinak's posts on the web as a portal into the discussion.

Several browser-based "operating systems" have emerged, including EyeOS and YouOS . They essentially function as application platforms, not as operating systems *per se*. These services mimic the user experience of desktop operating-systems, offering features and applications similar to a PC environment. They have as their distinguishing characteristic the ability to run within any modern browser.

Numerous web-based application services appeared during the dot-com bubble of 1997–2001 and then vanished, having failed to gain a critical mass of customers. In 2005, WebEx acquired one of the better-known of these, Intranets.com, for USD45 million.

Economics

The analysis of the economic implications of "Web 2.0" applications and loosely-associated technologies such as wikis, blogs, social-networking, open-source, open-content, file-sharing, peer-production, etc. has also gained scientific attention. This area of research investigates the implications Web 2.0 has for an economy and the principles underlying the economy of Web 2.0.

Cass Sunstein's book "Infotopia" discussed the Hayekian nature of collaborative production, characterized by decentralized decision-making, directed by (often non-monetary) prices rather than central planners in business or government.

Don Tapscott and Anthony D. Williams argue in their book *Wikinomics: How Mass Collaboration Changes Everything* (2006) that the economy of "the new web" depends on mass collaboration. Tapscott and Williams regard it as important for new media companies to find ways of how to make profit with the help of Web 2.0. The prospective Internet-based economy that they term "Wikinomics" would depend on the principles of openness, peering, sharing, and acting globally. They identify seven Web 2.0 business-models (peer pioneers, ideagoras, prosumers, new Alexandrians, platforms for participation, global plantfloor, wiki workplace).

Organizations could make use of these principles and models in order to prosper with the help of Web 2.0-like applications: "Companies can design and assemble products with their customers, and in some cases customers can do the majority of the value creation". "In each instance the traditionally passive buyers of editorial and advertising take active, participatory roles in value creation." Tapscott and Williams suggest business strategies as "models where masses of consumers, employees, suppliers, business partners, and even competitors cocreate value in the absence of direct managerial control". Tapscott and Williams see the outcome as an economic democracy.

(this space reserved for an explanation of Web 4.0. Be a part of it, if you're qualified)

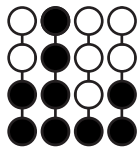
Some other views in the scientific debate agree with Tapscott and Williams that value-creation increasingly depends on harnessing open source/content, networking, sharing, and peering, but disagree that this will result in an economic democracy, predicting a subtle form and deepening of exploitation, in which Internet-based global outsourcing reduces labour-costs by transferring jobs from workers in wealthy nations to workers in poor nations. In such a view, the economic implications of a new web might include on the one hand the emergence of new business-models based on global outsourcing, whereas on the other hand non-commercial online platforms could undermine profit-making and anticipate a co-operative economy. For example, Tiziana Terranova speaks of "free labor" (performed without payment) in the case where prosumers produce surplus value in the circulation-

sphere of the cultural industries.

Criticism

The argument exists that "Web 2.0" does not represent a new version of the World Wide Web at all, but merely continues to use so-called "Web 1.0" technologies and concepts. Techniques such as AJAX do not replace underlying protocols like HTTP, but add an additional layer of abstraction on top of them. Many of the ideas of Web 2.0 had already been featured in implementations on networked systems well before the term "Web 2.0" emerged. Amazon.com, for instance, has allowed users to write reviews and consumer guides since its launch in 1995, in a form of self-publishing. Amazon also opened its API to outside developers in 2002. Previous developments also came from research in computer-supported collaborative learning and computer-supported cooperative work and from established products like Lotus Notes and Lotus Domino.

website - or Web site, from the proper noun World Wide Web) is a collection of Web pages, images, videos or other digital assets that is hosted on one or more web servers, usually accessible via the Internet.
A Web page is a document, typically written in (X)HTML, that is almost always accessible via HTTP, a protocol that transfers information from the Web server to display in the user's Web browser.
All publicly accessible websites are seen collectively as constituting the "World Wide Web".
The pages of a website can usually be accessed from a common root URL called the homepage, and usually reside on the same physical server.



Wiki

PLAT USER REMIX

A **wiki** is a collection of web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are often used to create collaborative websites and to power community websites. The collaborative encyclopedia, Wikipedia, is one of the best-known wikis. Wikis are used in business to provide intranets and Knowledge Management systems. Ward Cunningham, developer of the first wiki software, WikiWikiWeb, originally described it as "the simplest online database that could possibly work".

"Wiki Wiki" is a reduplication of "wiki", a Hawaiian word

The URLs of the pages organize them into a hierarchy, although the hyperlinks between them control how the reader perceives the overall structure and how the traffic flows between the different parts of the site.

Some websites require a subscription to access some or all of their content. Examples of subscription sites include many business sites, parts of many news sites, academic journal sites, gaming sites, message boards, Web-based e-mail, services, social networking websites, and sites providing real-time stock market data. Because they require authentication to view the content they are technically an Intranet site.

for "fast". It has been suggested that "wiki" means "What I Know Is". However, this is a backronym.

Wiki

WikiWikiWeb was the first site to be called a wiki. Ward Cunningham started developing WikiWikiWeb in 1994, and installed it on the Internet domain c2.com on March 25, 1995. It was named by Cunningham, who remembered a Honolulu International Airport counter employee telling him to take the "Wiki Wiki" shuttle bus that runs between the airport's terminals. According to Cunningham, "I chose wiki-wiki as an alliterative substitute for 'quick' and thereby avoided naming this stuff quick-web."

Cunningham was in part inspired by Apple's HyperCard. Apple had designed a system allowing users to create virtual "card stacks" supporting links among the various cards. Cunningham developed Vannevar Bush's ideas by allowing users to "comment on and change one another's text" In the early 2000s, wikis were increasingly adopted in enterprise as collaborative software. Common uses included project communication, intranets, and documentation, initially for technical users. Today some companies use wikis as their only collaborative software and as a replacement for static intranets. There may be greater use of wikis behind firewalls than on the public Internet.

On March 15, 2007, *wiki* entered the online *Oxford English Dictionary*.

Characteristics

Ward Cunningham, and co-author Bo Leuf, in their book *The Wiki Way: Quick Collaboration on the Web* described the essence of the Wiki concept as follows:

- A wiki invites all users to edit any page or to create new pages within the wiki Web site, using only a plain-vanilla Web browser without any extra add-ons.

- Wiki promotes meaningful topic associations between different pages by making page link creation almost intuitively easy and showing whether an intended target page exists or not.
- A wiki is not a carefully-crafted site for casual visitors. Instead, it seeks to involve the visitor in an ongoing process of creation and collaboration that constantly changes the Web site landscape.

A wiki enables documents to be written collaboratively, in a simple markup language using a Web browser. A single page in a wiki website is referred to as a "wiki page", while the entire collection of pages, which are usually well interconnected by hyperlinks, is "the wiki". A wiki is essentially a database for creating, browsing, and searching through information.

A defining characteristic of wiki technology is the ease with which pages can be created and updated. Generally, there is no review before modifications are accepted. Many wikis are open to alteration by the general public without requiring them to register user accounts. Sometimes logging in for a session is recommended, to create a "wiki-signature" cookie for signing edits automatically. Many edits, however, can be made in real-time and appear almost instantly online. This can facilitate abuse of the system. Private wiki servers require user authentication to edit pages, and sometimes even to read them.

WELL - The Whole Earth 'Lectronic Link, normally shortened to The WELL, is one of the oldest virtual communities in continuous operation. It currently has about 4,000 members. It is best known for its Internet forums, but also provides email, shell accounts, and web pages. The discussion and topics on the WELL range from the deeply serious to the generally silly, depending on the nature and interests of the participants. The WELL was started by Stewart Brand and Larry Brilliant in 1985, and the name is partially a reference to some of Brand's earlier projects, including the Whole Earth Catalog. The WELL began

Editing wiki pages

Ordinarily, the structure and formatting of wiki pages are specified with a simplified markup language, sometimes known as "*wikitext*". For example, starting a line of text with an asterisk ("*") is often used to enter it in a bulleted list. The style and syntax of wikitexts can vary greatly among wiki implementations, some of which also allow HTML tags.

The reason for taking this approach is that HTML, with its many cryptic tags, is not very legible, making it hard to edit. Wikis therefore favour plain text editing, with fewer

and simpler conventions than HTML, for indicating style and structure.

Software architecture

Wiki software is a type of collaborative software that runs a wiki system, allowing web pages to be created and edited using a common web browser. It is usually implemented as an application server that runs on one or more web servers. The content is stored in a file system, and changes to the content are stored in a relational database management system. Alternatively, Personal wikis run as a standalone application on a single computer. For example: WikidPad.

Trust and security

Controlling changes

Wikis are generally designed with the philosophy of making it easy to correct mistakes, rather than making it difficult to make them. Thus, while wikis are very open, they provide a means to verify the validity of recent additions to the body of pages. The most prominent, on almost every wiki, is the "Recent Changes" page—a specific list numbering recent edits, or a list of edits made within a given time frame. Some wikis can filter the list to remove minor edits and edits made by automatic importing scripts ("bots").

From the change log, other functions are accessible in most wikis: the revision history shows previous page versions and the diff feature highlights the changes between two revisions. Using the revision history, an editor can view and restore a previous version of the article. The diff feature can be used to decide whether or not this is necessary. A regular wiki user can view the diff of an edit listed on the "Recent Changes" page and, if it is an unacceptable edit, consult the history, restoring a previous revision; this process is more or less streamlined, depending on the wiki software used.

In case unacceptable edits are missed on the "recent changes" page, some wiki engines provide additional

as a dial-up bulletin board system (BBS), became one of the original dial-up ISPs in the early 1990s when commercial traffic was first allowed, and changed into its current form as the Internet and web technology evolved. The WELL is divided into general subject areas known as conferences. These conferences reflect member interests, and include arts, health, business, regions, hobbies, spirituality, music, politics, games, software and many more. The directors of The WELL have included Matthew McClure and Cliff Figallo, both veterans of the 1970s commune called The Farm, and since 1998, Gail Ann Williams, previously known as one of the principals in the political satire group the Plutonium Players. Collaboration, counterpoint and irreverence are respected values in the WELL community, nurtured by these unusual leaders over two decades.There is a time-honored double meaning to the WELL slogan coined by Stewart Brand. "You Own Your Own Words" or ("YOYOW"), members have both the rights to their posted words and responsibility for those words, too. (Members can also de-

content control. It can be monitored to ensure that a page, or a set of pages, keeps its quality. A person willing to maintain pages will be warned of modifications to the pages, allowing him or her to verify the validity of new editions quickly.

lete their posts at any time, but a placeholder indicates the former location and author of an erased or scribbled post, as well as who scribbled it.)

Trustworthiness

Critics of publicly-editable wiki systems argue that these systems could be easily tampered with, while proponents argue that the community of users can catch malicious content and correct it. Lars Aronsson, a data systems specialist, summarizes the controversy as follows:

"Most people, when they first learn about the wiki concept, assume that a Web site that can be edited by anybody would soon be rendered useless by destructive input. It sounds like offering free spray cans next to a grey concrete wall. The only likely outcome would be ugly graffiti and simple tagging, and many artistic efforts would not be long lived. Still, it seems to work very well.

Security

The open philosophy of most wikis, allowing anyone to edit content, does not ensure that every editor is well-meaning. Vandalism can be a major problem. In larger wiki sites, such as those run by the Wikimedia Foundation, vandalism can go unnoticed for a period of time. Wikis by their very nature are susceptible to intentional disruption, known as "trolling". Wikis tend to take a *soft security* approach to the problem of vandalism; making damage easy to undo rather than attempting to prevent damage. Larger wikis often employ sophisticated methods, such as bots that automatically identify and revert vandalism and JavaScript enhancements that show characters that have been added in each edit. In this way vandalism can be limited to just "minor vandalism" or "sneaky vandalism", where the characters added/eliminated are so few that bots do not identify them and users do not pay much attention to them.

The amount of vandalism a wiki receives depends on how open the wiki is. For instance, some wikis allow unregistered users, identified by their IP addresses, to edit content, whilst

(w)holism - (from holos, a Greek word meaning all, entire, to-

others limit this function to just registered users. Most wikis allow anonymous editing without an account, but give registered users additional editing functions; on most wikis, becoming a registered user is a short and simple process. Some wikis require an additional waiting period before gaining access to certain tools. For example, on the English Wikipedia, registered users can only rename pages if their account is at least four days old. Other wikis such as the Portuguese Wikipedia use an editing requirement instead of a time requirement, granting extra tools after the user has made a certain number of edits to prove their trustworthiness and usefulness as an editor. Basically, "closed up" wikis are more secure and reliable but grow slowly, whilst more open wikis grow at a steady rate but result in being an easy target for vandalism. A clear example of this would be that of Wikipedia and Citizendium. The first is extremely open, allowing anyone with a computer and internet access to edit it, making it grow rapidly, whilst the latter requires the users' real name and a biography of themselves, affecting the growth of the wiki but creating an almost "vandalism-free" ambiance.

Communities

Many wiki communities are private, particularly within enterprises. They are often used as internal documentation for in-house systems and applications. The "open to everyone", all-encompassing nature of Wikipedia is a significant factor in its growth, while there are other wikis which are highly specialized.

There also exist WikiNodes which are pages on wikis that describe related wikis. They are usually organized as neighbors and delegates. A *neighbor* wiki is simply a wiki that may discuss similar content or may otherwise be of interest. A *delegate* wiki is a wiki that agrees to have certain content delegated to that wiki.

One way of finding a wiki on a specific subject is to follow the wiki-node network from wiki to wiki; another is to take a Wiki "bus tour", for example: Wikipedia's Tour Bus Stop. Domain names containing "wiki" are growing in

tal, thus more accurately spelled holism), the idea that all the properties of a given system (biological, chemical, social, economic, mental, linguistic, etc.) cannot be determined or explained by its component parts alone. Instead, the system as a whole determines in an important way how the parts behave.

The general principle of holism was concisely summarized by Aristotle in the Metaphysics: "The whole is more than the sum of its parts" (1045a10).

Reductionism is sometimes seen as the opposite of holism. Reductionism in science says that a complex system can be explained by reduction to its fundamental parts. For example, the processes of biology are reducible to chemistry and the laws of chemistry are explained by physics. Some[who?] other proponents of reductionism, however, think that holism is the opposite only of greedy reductionism.

On the other hand, holism and reductionism can also be regarded as complementary viewpoints, in which case they both would be needed to get a proper account of a given system.

popularity to support specific niches.

For those interested in creating their own wiki, there are publicly-available "wiki farms", some of which can also make private, password-protected wikis. PeanutButterWiki, Socialtext, Wetpaint, and Wikia are popular examples of such services. For more information, see List of wiki farms. Note that free wiki farms generally contain advertising on every page.

The English-language Wikipedia has the largest user base among wikis on the World Wide Web and ranks in the top 10 among all Web sites in terms of traffic. Other large wikis include the WikiWikiWeb, Memory Alpha, Wikitravel, World66 and Susning.nu, a Swedish-language knowledge base.

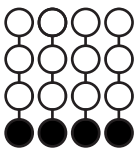
Research communities

Wikis are an active topic of research. Two well-known wiki conferences are

The International Symposium on Wikis (WikiSym)

Wikimania, the Wikimedia Foundation conference

WikiSym is a conference dedicated to wiki research and practice in general, while Wikimania is a conference dedicated to research and practice of Wikimedia Foundation projects like Wikipedia.



Wikipedia

OSP AG USER REMIX

Wikipedia is a free, multilingual, open content encyclopedia project operated by the United States-based non-profit Wikimedia Foundation. Its name is a portmanteau of the words *wiki* (a technology for creating

wikbooks - a Wikimedia Foundation wiki for the creation of free content textbooks and annotated texts that anyone can edit.

History

Wikibooks was launched on July 10, 2003, in response to a request made by Wikipedia contributor Karl Wick for a project to host and build free textbooks such as organic chemistry

and physics. Two major sub-projects Wikijunior and Wikiversity were created within Wikibooks before Wikibooks' official policy was later changed so that future incubator type projects are started according to the Wikimedia Foundation's new project policy. In August 2006, Wikiversity became an independent Wikimedia Foundation project.

Book Content

While some books are original, others began as text copied over from other sources of free content textbooks found on the Internet. All of the site's content is covered by the GNU Free Documentation License. This means that, as with its sister project, Wikipedia, contributions remain copyrighted to their creators, while the copyleft licensing ensures that the content will always remain freely distributable and reproducible.

Wikibooks differs from Wikisource in that content on Wikibooks is expected to be significantly changed by participants. Raw source documents such as the original text of Shakespearean plays are hosted on Wikisource instead. The project is working towards

collaborative websites) and *encyclopedia*. Launched in 2001 by Jimmy Wales and Larry Sanger, it is currently the largest, fastest-growing, and most popular general reference work on the Internet. Wikipedia is a project that attempts to summarize all human knowledge.

As of April 2008, Wikipedia is visited 683 million times annually. It has over 10 million articles in 253 languages, comprising a combined total of over 1.74 billion words for all Wikipedias. The English Wikipedia edition passed the 2,000,000-article mark on September 9, 2007, and as of July 18, 2008 it had 2,462,182 articles consisting of over 1,070,000,000 words. Wikipedia's articles have been written collaboratively by volunteers around the world, and nearly all of its articles can be edited by anyone with access to the Internet. Having steadily risen in popularity since its inception, it currently ranks among the top ten most-visited web sites worldwide.

Critics of Wikipedia target its systemic bias and inconsistencies and its policy of favoring consensus over credentials in its editorial process. Wikipedia's reliability and accuracy are also an issue. Other criticisms are centered on its susceptibility to vandalism and the addition of spurious or unverified information. Scholarly work suggests that vandalism is generally short-lived.

In addition to being an encyclopedic reference, Wikipedia has received major media attention as an online source of breaking news as it is constantly updated. When *Time Magazine* recognized "You" as its *Person of the Year* 2006, praising the accelerating success of on-line collaboration and interaction by millions of users around the world, Wikipedia was the first particular "Web 2.0" service mentioned, followed by YouTube and MySpace.

History

Wikipedia originally developed from another encyclopedia project, Nupedia.

Wikipedia began as a complementary project for Nupedia, a free online English-language encyclopedia project

whose articles were written by experts and reviewed under a formal process. Nupedia was founded on March 9, 2000, under the ownership of Bomis, Inc, a web portal company. Its main figures were Jimmy Wales, Bomis CEO, and Larry Sanger, editor-in-chief for Nupedia and later Wikipedia. Nupedia was licensed initially under its own Nupedia Open Content License, switching to the GNU Free Documentation License before Wikipedia's founding at the urging of Richard Stallman.

Larry Sanger and Jimmy Wales are the founders of Wikipedia. On January 10, 2001, Larry Sanger proposed on the Nupedia mailing list to create a wiki as a "feeder" project for Nupedia. Wikipedia was formally launched on January 15, 2001, as a single English-language edition at www.wikipedia.com, and announced by Sanger on the Nupedia mailing list. Wikipedia's policy of "neutral point-of-view" was codified in its initial months, and was similar to Nupedia's earlier "nonbiased" policy. Otherwise, there were relatively few rules initially and Wikipedia operated independently of Nupedia.

Wikipedia gained early contributors from Nupedia, Slashdot postings, and search engine indexing. It grew to approximately 20,000 articles, and 18 language editions, by the end of 2001. By late 2002 it had reached 26 language editions, 46 by the end of 2003, and 161 by the final days of 2004. Nupedia and Wikipedia coexisted until the former's servers went down permanently in 2003, and its text was incorporated into Wikipedia. As of December 2007, English Wikipedia had over 2 million articles, making it the largest encyclopedia ever assembled, eclipsing even the Yongle Encyclopedia (1407), which had held the record for exactly 600 years.

Citing fears of commercial advertising and lack of control in a perceived English-centric Wikipedia, users of the Spanish Wikipedia forked from Wikipedia to create the *Enciclopedia Libre* in February 2002. Later that year, Wales announced that Wikipedia would not display advertisements, and its website was moved to wikipedia.org. Various other projects have since forked from Wikipedia for editorial

completion of several textbooks in numerous human languages, which founders hope will be followed by mainstream adoption and use of text developed and housed there.

wikinomics: how mass collaboration changes everything - a book by Don Tapscott and Anthony D. Williams first published in December 2006. It explores how some companies in the early 21st century have used mass collaboration (also called peer production) and open-source technology such as wikis to be successful. According to Tapscott, Wikinomics is based on four ideas: Openness, Peering, Sharing, and Acting Globally. The use of mass collaboration in a

reasons. Wikinfo does not require neutral point of view and allows original research. New Wikipedia-inspired projects — such as Citizendium, Scholarpedia, Amapedia and Google's Knol — have been started to address perceived limitations of Wikipedia, such as its policies on peer review, original research and commercial advertising.

Editing model and community

Almost every article in Wikipedia may be edited anonymously or with a user account, while only registered users may create a new article. The "History" page attached to each article contains every single past revision of the article, though a revision with libelous content, criminal threats or copyright infringements may be removed afterwards. The "Discussion" pages associated with each article are used to coordinate work among multiple editors. Unlike traditional encyclopedias such as *Encyclopædia Britannica*, no article in Wikipedia undergoes formal peer-review process and changes to articles are made available immediately. Consequently, Wikipedia "makes no guarantee of validity" of its content. Wikipedia also does not censor itself, and it contains materials that a certain group of people may find objectionable or offensive. For instance, in 2008, Wikipedia rejected an online petition against the inclusion of Muhammad's depictions in English Wikipedia, citing this policy. The presence of politically sensitive materials in Wikipedia had also led China to block the access to the site.

Content in Wikipedia is, however, subject to the law in Florida, United States, where Wikipedia servers are hosted, and several internal policies and guidelines maintained by the community ; the articles need to be on "notable" topics, contain "no original research" and only "verifiable" material and must be written from a "neutral point of view." The project relies on its community members, called *Wikipedians*, to ensure the articles adhere to those policies and guidelines and to delete or modify those failing to meet them. Deletionism and inclusionism are two editor philosophies on the extent of these modifications and deletions. The vandalism to articles is dealt with by

business environment, in recent history, can be seen as an extension of the trend in business to outsource: externalize formerly internal business functions to other business entities. The difference however is that instead of an organized business body brought into being specifically for a unique function, mass collaboration relies on free individual agents to come together and cooperate to improve a given operation or solve a problem. This kind of outsourcing is also referred to as crowdsourcing, to reflect this difference. This can be incentivized by a reward system, though it is not required.

The book also discusses seven new models of mass collaboration:

- peer pioneers
- ideagoras
- prosumers
- new Alexandrians
- platforms for participation
- global plant floor
- wiki workplace

The last chapter is written by viewers, and was opened for editing on February 5, 2007.

win-win game - a game which is designed in a way that all

Wikipedians or, more increasingly, by computer programs called bots.

Wikipedia tries to address the problem of systemic bias, and to deal with zealous editors who seek to influence the presentation of an article in a biased way, by insisting on a neutral point of view. The English-language Wikipedia has introduced an assessment scale against which the quality of articles is judged; other editions have also adopted this. Roughly 2,100 articles have passed a rigorous set of criteria to reach the highest rank, "featured article" status; such articles are intended to provide thorough, well-written coverage of their topic, supported by many references to peer-reviewed publications.

In a 2003 study of Wikipedia as a community, economics Ph.D. student Andrea Ciffolilli argued that the low transaction costs of participating in wiki software create a catalyst for collaborative development, and that a "creative construction" approach encourages participation. In his 2008 book, "*The Future of the Internet and How to Stop It*," Jonathan Zittrain of the Oxford Internet Institute and Harvard Law School's Berkman Center for Internet & Society cites Wikipedia' success as a case study in how open collaboration has fostered innovation on the web.

The community has a power structure. Wikipedia's community has also been described as "cult-like," although not always with entirely negative connotations, and criticized for failing to accommodate inexperienced users.

While they are welcomed by the community, authors new to Wikipedia are encouraged to read policies to help them learn the ways of Wikipedia. Editors in good standing in the community can run for one of many of levels of volunteer stewardship; this begins with "administrator" and goes up with "steward" and "bureaucrat". Administrators, the largest group of privileged users (1,575 Wikipedians for the English edition on July 17, 2008), have the ability to delete pages, lock articles from being changed in case of vandalism or editorial disputes, and block users from

participants can profit from it in one way or the other. In conflict resolution a win-win strategy is a conflict resolution process that aims to accommodate all disputants.

- In mathematical game theory such games are also called non-zero-sum games.
- In the context of group-dynamic games, win-win games are also called 'cooperative games', 'new games' or 'games without losers'.
- In colloquial speech, a win-win situation often refers to situation where one benefits, not necessarily through someone else's loss.
- Win-win-win is where both parties win, and the middle man wins as a successful negotiator.
- The TKI Thomas Kilman Conflict Profile is a simple model that reveals your preference under stress and pressure. A Collaboration style is seen to be win-win focused.

Group-dynamics win-win games have been increasingly popular since the end of the Vietnam war and have been successfully applied to all levels of society.

Group-dynamics win-win games emphasize the importance of cooperation, fun, sharing, caring and over-all group success in contrast to domination, egotistic behaviour and personal gain. All players are treated as equally important and valuable. Win-win games often also carry an ethical message of caring for the environment and a holistic approach to life and society. Win-win games are a powerful tool to give people self-confidence and a 'we' experience, especially when they have suffered from emotional isolation.
An example would be a game where all players try to carry a huge 'earth ball' (a ball several meters in diameter) over their heads while negotiating an obstacle course. This is a typical example of a win-win game for several reasons:

- there are no losers (everyone enjoys the accomplished task).
- all players are involved (no-one is left out or sits out).
- the game is psychologically working on many levels (communication, supporting each other, having fun in a group etc)

editing.

As Wikipedia grows with an unconventional model of encyclopedia building, "Who writes Wikipedia?" has become one of the questions frequently asked on the project, often with a reference to other Web 2.0 projects such as Digg. Jimmy Wales once argued that only "a community ... a dedicated group of a few hundred volunteers" makes a bulk of contributions to Wikipedia and that the project is therefore "much like any traditional organization". This was later disputed by Aaron Swartz, who noted that several articles he sampled had large portion of their content contributed by a user with low edit count. A 2007 study by researchers from Dartmouth College found that anonymous and infrequent contributors to Wikipedia are as reliable a source of knowledge as those contributors who register with the site. Although some contributors are authorities in their field, Wikipedia requires that even their contributions be supported by published and verifiable sources. The project's preference for consensus over credentials has been labeled "anti-elitism".

While praising many aspects of Wikipedia, historian Roy Rosenzweig noted: "Overall, writing is the Achilles' heel of Wikipedia. Committees rarely write well, and Wikipedia entries often have a choppy quality that results from the stringing together of sentences or paragraphs written by different people."

In August 2007, a website developed by computer science graduate student Virgil Griffith named WikiScanner made its public debut. WikiScanner traces the source of millions of changes made to Wikipedia by editors who are not logged in, which reveals that many of these edits come from corporations or sovereign government agencies about articles related to them, their personnel or their work, and were attempts to remove criticism.Wales called WikiScanner "a very clever idea," and said that he was considering some changes to Wikipedia to help visitors better understand what information is recorded about them. "When someone clicks on 'edit,' it would be interesting if we could say, 'Hi, thank you for editing.

We see you're logged in from *The New York Times*. Keep in mind that we know that, and it's public information,'" he said. "That might make them stop and think."

Reliability and bias

Wikipedia has been accused of exhibiting systemic bias and inconsistency; critics argue that Wikipedia's open nature and a lack of proper sources for much of the information makes it unreliable. Some commentators suggest that Wikipedia is generally reliable, but that the reliability of any given article is not always clear. Editors of traditional reference works such as the *Encyclopædia Britannica* have questioned the project's utility and status as an encyclopedia. Many university lecturers discourage students from citing any encyclopedia in academic work, preferring primary sources; some specifically prohibit Wikipedia citations. Co-founder Jimmy Wales stresses that encyclopedias of any type are not usually appropriate as primary sources, and should not be relied upon as authoritative. Technology writer Bill Thompson commented that the debate was possibly "symptomatic of much learning about information which is happening in society today."

Concerns have also been raised regarding the lack of accountability that results from users' anonymity, and that it is vulnerable to vandalism, the insertion of spurious information and similar problems. In one particularly well-publicized incident, false information was introduced into the biography of American political figure John Seigenthaler, Sr. and remained undetected for four months. Some critics claim that Wikipedia's open structure makes it an easy target for Internet trolls, advertisers, and those with an agenda to push. The addition of political spin to articles by organizations including the U.S. House of Representatives and special interest groups has been noted, and organizations such as Microsoft have offered financial incentives to work on certain articles. These issues have been parodied, notably by Stephen Colbert in *The Colbert Report*.

wisdom - knowledge, understanding, experience, discretion, and intuitive understanding, along with a capacity to apply these qualities well towards finding solutions to problems. It is the judicious and purposeful application of knowledge that is valued in society. To some extent the terms wisdom and intelligence have similar and overlapping meanings. The status of wisdom or prudence as a virtue is recognized in cultural, philosophical and religious sources. Researchers in positive psychology have defined wisdom (a.k.a. psychological perspective) as the coordination of "knowledge and experience" and "its deliberate use to improve well being." With this

definition, wisdom can be measured using the following criteria.

- A wise person can discern the core of important problems.
- A wise person has self-knowledge.
- A wise person seems sincere and direct with others.
- Others ask wise people for advice.
- A wise person's actions are consistent with his/her ethical beliefs.

Measurement instruments that use these criteria have acceptable to good internal consistency and low test-retest reliability (r in the range of 0.35 to 0.67).

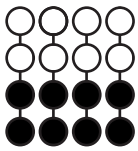
Many, but not all, studies find that adults' self-ratings of perspective/wisdom do not depend on age. This stands in contrast to the popular notion that wisdom increases with age.

Economist Tyler Cowen writes, "If I had to guess whether Wikipedia or the median refereed journal article on economics was more likely to be true, after a not so long think I would opt for Wikipedia." He comments that many traditional sources of non-fiction suffer from systemic biases. Novel results are over-reported in journal articles, and relevant information is omitted from news reports. But he also cautions that errors are frequently found in Internet sites, and that academics and experts must be vigilant in correcting them.

In February 2007, an article in *The Harvard Crimson* newspaper reported that some of the professors at Harvard University include Wikipedia in their syllabus, but that there is a split in their perception of using Wikipedia. In June 2007, former president of the American Library Association Michael Gorman condemned Wikipedia, along with Google, stating that academics who endorse the use of Wikipedia are "the intellectual equivalent of a dietitian who recommends a steady diet of Big Macs with everything." He also said that "a generation of intellectual sluggards incapable of moving beyond the Internet" was being produced at universities. He complains that the web-based sources are discouraging students from learning from the more rare texts which either are found only on paper or are on subscription-only web sites. In the same article Jenny Fry (a research fellow at the Oxford Internet Institute) commented on the academics who cite Wikipedia that: "You cannot say children are intellectually lazy because they are using the Internet when academics are using search engines in their research," she said. "The difference is that they have more experience of being critical about what is retrieved and whether it is authoritative. Children need to be told how to use the Internet in a critical and appropriate way."

In order to improve reliability, some editors have called for "stable versions" of articles, or articles that have been reviewed by the community and locked from further editing – but the community has been unable to form a consensus in favor of such changes, partly because they would require a major software overhaul. However a

similar system is being tested on the German Wikipedia, and there is an expectation that some form of that system will make its way onto the English version at some future time. Software created by Luca de Alfaro and colleagues at the University of California, Santa Cruz is now being tested that will assign "trust ratings" to individual Wikipedia contributors, with the intention that eventually only edits made by those who have established themselves as "trusted editors" will be made immediately visible.



Wikiversity

PLAT USER REMIX

Wikiversity is a Wikimedia Foundation project, which supports learning communities, their learning materials, and resulting activities.

History

Wikiversity's beta phase officially began on August 15, 2006 with the English language Wikiversity.

Project details

Wikiversity is a center for the creation and use of free learning materials, and the provision of learning activities. Wikiversity is one of many wikis used in educational contexts , as well as many initiatives that are creating free and open educational resources.

The primary priorities and goals for Wikiversity are to:

- Create and host a range of free-content, multilingual learning materials/resources, for all age groups in all languages.

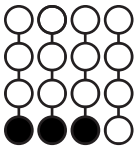
word of mouth - a reference to the passing of information by verbal means, especially recommendations, but also general information, in an informal, person-to-person manner. Word of mouth is typically considered a face-to-face spoken communication, although phone conversations, text messages sent via SMS and web dialogue, such as online profile pages, blog posts, message board threads, instant messages and emails are often now included in the definition of word of mouth. There

is some overlap in meaning between word of mouth and the following: rumour, gossip, innuendo, and hearsay; however word of mouth is more commonly used to describe positive information being spread rather than negative, although this is not always the case.

- Host scholarly/learning projects and communities that support these materials.

The Wikiversity e-Learning model places emphasis on "learning groups" and "learning by doing". Wikiversity's motto and slogan is "set learning free", indicating that groups/communities of Wikiversity participants will engage in learning projects. Learning is facilitated through collaboration on projects that are detailed, outlined, summarized or results reported by editing Wikiversity pages. Wikiversity learning projects include collections of wiki webpages concerned with the exploration of a particular topic. Wikiversity participants are encouraged to express their learning goals, and the Wikiversity community collaborates to develop learning activities and projects to accommodate those goals. However, as the project is still in its early stages, its learning model is still in development.

Learning resources are developed by an individual or groups, either on their own initiative, or as part of a learning project. Wikiversity resources include teaching aids, lesson plans, curricula, links to off-site resources, course notes, example and problem sets, computer simulations, reading lists, and other as devised by participants - but do not include final polished textbooks. Texts useful to others are hosted at Wikibooks for update and maintenance. Learning groups with interests in each subject area create a web of resources that form the basis of discussions and activities at Wikiversity.



The Wisdom of Crowds

METH USER BO

The Wisdom of Crowds: Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations, first published in 2004, is a book written by James Surowiecki about the aggregation of information in groups, resulting in decisions that, he argues, are often better than could have been made by any single member of the group. The book presents numerous case studies and anecdotes to illustrate its argument, and touches on several fields, primarily economics and psychology.

The opening anecdote relates Francis Galton's surprise that the crowd at a county fair accurately guessed the weight of an ox when their individual guesses were averaged (the average was closer to the ox's true butchered weight than the estimates of most crowd members, and also closer than any of the separate estimates made by cattle experts).

The book relates to diverse collections of independently-deciding individuals, rather than crowd psychology as traditionally understood. Its central thesis, that a diverse collection of independently-deciding individuals is likely to make certain types of decisions and predictions better than individuals or even experts, draws many parallels with statistical sampling, but there is little overt discussion of statistics in the book.

Its title is an allusion to Charles Mackay's *Extraordinary Popular Delusions and the Madness of Crowds,* published in 1841.

Types of crowd wisdom

Surowiecki breaks down the advantages he sees in disorganized decisions into three main types, which he classifies as:

Cognition

Market judgment, which he argues can be *much* faster, more reliable, and less subject to political forces than the deliberations of experts, or expert committees.

Coordination

Coordination of behavior includes optimizing

worker's cooperative - a co-operative owned and democratically controlled by its employees. There are no outside or consumer owners in a worker coperative -- only the workers own shares of the business. There are many definitions as to what qualifies as a workers' cooperative. For example, CICOPA, the International Organisation of Industrial, Artisanal and Service Producers' Cooperatives, gives an 8-page definition in their World Declaration on Workers' Cooperatives, which was approved by the International Co-operative Alliance General Assembly in September 2005. Below is the section on the basic characteristics of workers' cooperatives:

1. They have the objective of creating and maintaining sustainable jobs and generating wealth, in order to improve the quality of life of the worker-members, dignify human work, allow workers' democratic self-management and promote community and local development.

2. The free and voluntary membership of

their members, in order to contribute with their personal work and economic resources, is conditioned by the existence of workplaces.

3. As a general rule, work shall be carried out by the members. This implies that the majority of the workers in a given worker cooperative enterprise are members and vice versa.

4. The worker-members' relation with their cooperative shall be considered as different to that of conventional wage-based labour and to that of autonomous individual work.

5. Their internal regulation is formally defined by regimes that are democratically agreed upon and accepted by the worker-members.

6. They shall be autonomous and independent, before the State and third parties, in their labour relations and management, and in the usage and management of the means of production.

Many workers' cooperatives also follow the Rochdale Principles and values, which are a set of core principles for the operation of cooperatives. They were first set out by the Rochdale Society of Equitable Pioneers in Rochdale, England, in 1844

the utilization of a popular bar and not colliding in moving traffic flows. The book is replete with examples from experimental economics, but this section relies more on naturally occurring experiments such as pedestrians optimizing the pavement flow, or the extent of crowding in popular restaurants. He examines how *common understanding* within a culture allows remarkably accurate judgments about specific reactions of other members of the culture.

Cooperation

How groups of people can form networks of trust without a central system controlling their behavior or directly enforcing their compliance. This section is especially pro-free market.

Four elements required to form a wise crowd

Not all crowds (groups) are wise. Consider, for example, mobs or crazed investors in a stock market bubble. Refer to Failures of crowd intelligence (below) for more examples of unwise crowds. According to Surowiecki, these key criteria separate wise crowds from irrational ones:

Diversity of opinion

Each person should have private information even if it's just an eccentric interpretation of the known facts.

Independence

People's opinions aren't determined by the opinions of those around them.

Decentralization

People are able to specialize and draw on local knowledge.

Aggregation

Some mechanism exists for turning private judgments into a collective decision.

Failures of crowd intelligence

Surowiecki studies situations (such as rational bubbles) in which the crowd produces very bad judgment, and argues that in these types of situations their cognition

or cooperation failed because (in one way or another) the members of the crowd were too conscious of the opinions of others and began to emulate each other and conform rather than think differently. Although he gives experimental details of crowds collectively swayed by a persuasive speaker, he says that the main reason that groups of people intellectually conform is that the system for making decisions has a systematic flaw.

and have formed the basis for the principles on which co-operatives around the world operate to this day.

Surowiecki asserts that what happens when the decision making environment is not set up to accept the crowd, is that the benefits of individual judgments and private information are lost, and that the crowd can only do as well as its smartest member, rather than perform better (as he shows is otherwise possible). Detailed case histories of such failures include:

Too homogeneous

Surowiecki stresses the need for diversity within a crowd to ensure enough variance in approach, thought process, and private information.

Too centralized

The Columbia shuttle disaster, which he blames on a hierarchical NASA management bureaucracy that was totally closed to the wisdom of low-level engineers.

Too divided

The U.S. Intelligence community failed to prevent the September 11, 2001 attacks partly because information held by one subdivision was not accessible by another. Surowiecki's argument is that crowds (of intelligence analysts in this case) work best when they choose for themselves what to work on and what information they need. (He cites the SARS-virus isolation as an example in which the free flow of data enabled laboratories around the world to coordinate research without a central point of control.)

The Office of the Director of National Intelligence and the CIA have created a Wikipedia style information sharing network called Intellipedia that will help the free flow of information to prevent

worker self-management - Worker self-management (or autogestion) is a form of workplace decision-making in which the workers themselves agree on choices (for issues like customer care, general production methods, scheduling, division of labour etc.) instead of the traditional authoritative supervisor telling workers what to do, and how and where to do it.

such failures again.

Too imitative

Where choices are visible and made in sequence, an "information cascade"can form in which only the first few decision makers gain anything by contemplating the choices available: once past decisions have become sufficiently informative, it pays for later decision-makers to simply copy those around them. This can lead to fragile social outcomes.

Too emotional

Emotional factors, such as a feeling of belonging, can lead to peer pressure, herd instinct, and in extreme cases collective hysteria.

Is it possible to be too connected?

Surowiecki spoke on Independent Individuals and Wise Crowds, or Is It Possible to Be Too Connected?.

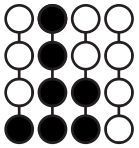
> *The question for all of us is, how can you have interaction without information cascades, without losing the independence that's such a key factor in group intelligence?*

He recommends:

- Keep your ties loose.
- Keep yourself exposed to as many diverse sources of information as possible.
- Make groups that range across hierarchies.

Tim O'Reilly and others also discuss the success of Google, wikis, blogging and Web 2.0 in the context of the wisdom of crowds.

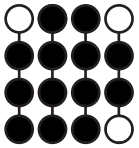
work ethic - a set of values based on the moral virtues of hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. An example would be the Protestant work ethic. A work ethic may include being reliable, having initiative or maintaining social skills. Workers exhibiting a good work ethic in theory (and ideally in practice) should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of



Women's circles

C CHAORD USER

These are groups of women that meet regularly to share, support, network, inspire, and nurture creativity.
Women, forgive that this entry is so brief. The editor asked no less than 5 women, each facilitators of such circles, to complete this entry over the course of many months. Despite the fuss made over not being represented properly, no text was ever presented. So now its up to the wider community of women. Come on, step up. Write us with your, hopefully collaborative, material.



Worker cooperative

C DEC

A **worker cooperative** is a cooperative owned and democratically controlled by its employees. There are no outside owners in a "pure" workers' cooperative, only the workers own shares of the business, though hybrid forms in which consumers, community members or capitalist investors also own some shares are not uncommon. Membership is not compulsory for employees, but generally only employees can become members.

Definition of worker cooperative

There are many definitions as to what qualifies as a workers' cooperative. For example, CICOPA, the

greater responsibility.
One central concept that forms part of the basis of the free market economic theory of western capitalism is that workers who work hard and play by the rules will be rewarded and will move ahead, and that those who do not should be allowed to enjoy the fruits of their own poor performance. Slacker and hippie cultures have challenged these values in recent times. In the 19th century, the Arts and Crafts movement of William Morris in the UK and Elbert Hubbard in the US noted how "alienation" of workers from ownership of the tools of production and their work product was destructive of the work ethic because in the expanding firms of that era, the workers saw no point in doing more than the minimum. The industrial engineer Frederick Taylor revised the notion of work ethic to include giving up control over the work process to management so that the latter could study and "rationalize" the work process, and the notion of work ethic thereafter included acknowledgment of management control.
Marxists, and most non-

Marxist sociologists, make short shrift of "work ethic" as a useful sociological concept. They argue having a "work ethic" in excess of management's control doesn't appear rational in any mature industry where the employee can't rationally hope to become more than a manager whose fate still depends on the owner's decisions. Sociology prefers to re-narrate excess work ethic as a form of alienation from truer needs for family and community connections, and twentieth century "critical theory" sees the "work ethic" as a unilateral demand which evolved from a mass confusion between Max Weber's "Protestant work ethic" of company founders, and a sociologically uninteresting phenomenon (rare enough to not register on a mass radar screen) which in fact produces deviance (of interest to the sociologist) in the form of addiction and family neglect.

International Organisation of Industrial, Artisanal and Service Producers' Cooperatives, gives an 8-page definition in their World Declaration on Workers' Cooperatives, which was approved by the International Co-operative Alliance General Assembly in September 2005. Below is the section on the basic characteristics of workers' cooperatives:

- They have the objective of creating and maintaining sustainable jobs and generating wealth, in order to improve the quality of life of the worker-members, dignify human work, allow workers' democratic self-management and promote community and local development.
- The free and voluntary membership of their members, in order to contribute with their personal work and economic resources, is conditioned by the existence of workplaces.
- As a general rule, work shall be carried out by the members. This implies that the majority of the workers in a given worker cooperative enterprise are members and vice versa.
- The worker-members' relation with their cooperative shall be considered as different to that of conventional wage-based labour and to that of autonomous individual work.
- Their internal regulation is formally defined by regimes that are democratically agreed upon and accepted by the worker-members.
- They shall be autonomous and independent, before the State and third parties, in their labour relations and management, and in the usage and management of the means of production.

Many workers' cooperatives also follow the Rochdale Principles and values, which are a set of core principles for the operation of cooperatives. They were first set out by the Rochdale Society of Equitable Pioneers in Rochdale, England, in 1844 and have formed the basis for the principles on which co-operatives around the world operate to this day.

Even though there is no universally accepted definition of a workers' cooperative, they can be considered to be businesses that make a product, or offer a service, to sell for profit where the workers are members or worker-owners. Worker-owners work in the business, govern it and manage it. Unlike with conventional firms, ownership and decision-making power of a worker cooperative should be vested solely with the worker-owners and ultimate authority rests with the worker-owners as a whole. Worker-owners control the resources of the cooperative and the work process, such as wages or hours of work.

As mentioned above, the majority – if not all - of the workers in a given worker cooperative enterprise should be worker-owners, although some casual or wage workers may be employed with whom profits and decision making are not necessarily shared equally. Workers also often undergo a trial or screening period (such as three or six months) before being allowed to have full voting powers.

Participation is based on one vote per worker-owner, regardless of the amount of shares or equity owned by each worker-owner. Voting rights are not tied to investment or patronage in the workers' co-operative, and only worker-owners can vote on decisions that affect them.

As noted by theorists and practitioners alike, the importance of capital should be subordinated to labour in workers' cooperatives. Indeed, Adams et al. see workers' cooperatives as "labor-ist" rather than "capital-ist":

"Labor is the hiring factor, therefore the voting and property rights are assigned to the people who do the work and not to capital, even though the worker-members supply capital through membership fees and retained earnings...Any profit or loss after normal operating expenses is assigned to members on the basis of their labor contribution."

Workers' co-operatives have often been seen as an alternative or "third way" to the domination of labour by either capital or the state (see below for a comparison).

In short, workers' co-operatives are organised to serve the needs of worker-owners by generating benefits (which may or may not be profits) for the worker owners rather

workplace democracy - the application of democracy in all its forms (including voting systems, debates, democratic structuring, due process, adversarial process, systems of appeal, and so on) to the workplace. These methods are often seen as associated with trade unions or syndicalism (or more lately eco-syndicalism and eco-socialism), or in extreme forms anarcho-syndicalism.
Most unions have democratic structures at least

than returns to (often external) investors with capital. This worker-driven orientation makes them fundamentally different from other corporations. Additional cooperative structural characteristics and guiding principles further distinguish them from other business models. For example, worker-owners may not believe that profit maximisation is the best, or only, goal for their co-operative or they may follow the Rochdale Principles.

Profits (or losses) earned by the worker's cooperative are shared by worker owners. Salaries generally have a low ratio difference which ideally should be "guided by principles of proportionality, external solidarity and internal solidarity" (such as a two to one ratio between lowest and highest earner), and often are equal for all workers. Salaries can be calculated according to skill, seniority or time worked and can be raised or lowered in good times or bad to ensure job security.

Internal Structure

Worker cooperatives have a wide variety of internal structures. Worker control can be exercised directly or indirectly by worker-owners. If exercised indirectly, members of representative decision-making bodies (e.g. a Board of Directors) must be elected by the worker-owners (who in turn hire the management) and be subject to removal by the worker-owners. This is a hierarchical structure similar to that of a conventional business, with a board of directors and various grades of manager, with the difference being that the board of directors is elected.

If exercised directly, all members meet regularly to make - and vote on - decisions on how the co-operative is run. Direct workers' cooperatives sometimes use consensus decision-making to make decisions. Direct worker control ensures a formally flat management structure instead of a hierarchical one. This structure is influenced by activist collectives and civic organizations, with all members allowed and expected to play a managerial role. Such structures may be associated with more radical political aims such as anarchism,libertarian

for selecting the leader, and sometimes these are seen as providing the only democratic aspects of work. However, unions are not everywhere, and not every workplace that lacks a union lacks democracy, and not every workplace that has a union necessarily has a democratic way to resolve disputes.

However, some unions have historically been more committed to it than others. The Industrial Workers of the World pioneered the archetypal workplace democracy model, the Wobbly Shop, in which recallable delegates were elected by workers, and other norms of grassroots democracy were applied. This is still used in some organizations, notably Semco and in the software industry.

The best known and most studied example of a successfully democratic national labor union in the United States are the United Electrical, Radio and Machine Workers of America, known throughout the labor movement as the UE. An independent trade Union, the UE was built from the bottom-up, and takes pride in its motto that "The Members Run This Union!".

The Binary Economics

socialism and participatory economics.

Some workers' cooperatives also practice job rotation or balanced job complexes to overcome inequalities of power as well as to give workers a wider range of experiences and exposure to the different jobs in a work place so that they are better able to make decisions about the whole workplace. The Mondragon Bookstore & Coffeehouse is a good example of a workplace that does this.

movement also advocates work-place democracy and the Employee Stock Ownership Plan, which is a method by which workers can buy their way into their corporations. In Sweden, the Socialdemocratic Party made laws and reforms 1950-70 to achieve more democratic workplaces. The unions right to balance the management and have some influential power was rather radical at that time, but still within the capitalistic society.

History of worker cooperatives

Historically, worker cooperatives rose to prominence during the industrial revolution as part of the labour movement. As employment moved to industrial areas and job sectors declined, workers began organizing and controlling businesses for themselves. Workers cooperative were originally sparked by "critical reaction to industrial capitalism and the excesses of the industrial revolution." (Adams et al 1993: 11) The formation of some workers co-operatives, such as those by the Knights of Labour in 19th century America, were designed to "cope with the evils of unbridled capitalism and the insecurities of wage labor" .

Most early worker co-ops did not adhere to clear cooperative structures or ideologies. Starting in the 1830s, worker cooperatives were formed by hat makers, bakers, and garment workers.

In the United States there is no coherent legislation regarding worker cooperatives nationally, much less Federal laws, so most worker cooperatives make use of traditional consumer cooperative law and try to fine-tune it for their purposes. In some cases the members (workers) of the cooperative in fact "own" the enterprise by buying a share that represents a fraction of the market value of the cooperative.

When the current cooperative movement resurfaced in the 1960s it developed mostly on a new system of "collective ownership" where par value shares were issued as symbolic of egalitarian voting rights. Typically, a member may only own one share to maintain the egalitarian ethos.

Once brought in as a member, after a period of time on probation usually so the new candidate can be evaluated, he or she was given power to manage the coop, without "ownership" in the traditional sense. In the UK this system is known as common ownership.

Some of these early cooperatives still exist and most new worker cooperatives follow their lead and develop a relationship to capital that is more radical than the previous system of equity share ownership.

In Britain this type of cooperative was traditionally known as a *producer cooperative*, and, while it was overshadowed by the consumer and agricultural types, made up a small section of its own within the national apex body, the Cooperative Union. The 'new wave' of worker cooperatives that took off in Britain in the mid-1970s joined the Industrial Common Ownership Movement (ICOM) as a separate federation. Buoyed up by the alternative and ecological movements and by the political drive to create jobs, the sector peaked at around 2,000 enterprises. However the growth rate slowed, the sector contracted, and in 2001 ICOM merged with the Co-operative Union (which was the federal body for consumer cooperatives) to create Co-operatives UK, thus reunifying the cooperative sector.

In 2008 Co-operatives UK launched The Worker Co-operative Code of Governance. An attempt to implement the ICA approved World Declaration.

World Wide Web (WWW) - (commonly shortened to the Web) is a system of interlinked hypertext documents accessed via the Internet. With a Web browser, one can view Web pages that may contain text, images, videos, and other multimedia and navigate between them using hyperlinks. Using concepts from earlier hypertext systems, the World Wide Web was begun in 1989 by English scientist Tim Berners-Lee, working at the European Organization for Nuclear Research (CERN) in Ge-

Political Philosophy of workers' cooperatives

The advocacy of workplace democracy, especially with the fullest expression of worker self-management, such as within workers' cooperatives, is rooted within several intellectual or political traditions:

- The alleviation of alienation in the workplace, especially in regard to Marxist thought
- The encouragement of Participatory or Direct Democracy
- Radical but popular-democratic strategies for the overthrow of capitalism, for example, several strains

of anarchist thought.
- Autonomy and self control, especially within anarchist thought.

Workers' cooperatives are also central to ideas of Autonomism, Mutualism, Syndicalism, Participatory economics, Guild socialism,Libertarian socialism as well as others.

Comparison with Other Work Organizations

There are significant differences between ends and means between firms where capital controls labour, or firms where the state controls both labour and capital. Worker-ownership has been described as "a third way." These distinctions are easily seen when measured by essential elements of commerce: purpose, organization, ownership, control, sources of capital, distribution of profits, dividends, operational practices, and tax treatment. The following chart compares the commercial elements of capitalism, socialism, and cooperative worker-ownership. It is based on US rules and regulations.

World Café

FAC PLAT CHAORD USER REMIX

The **World Cafe** is a process, a community and a set of values that help people host conversations that matter.

Since its inception in 1995, tens of thousands of people all over the globe have participated in World Cafe dialogue in settings ranging from crowded hotel ballrooms to cozy living rooms. It's a simple yet powerful method for creating meaningful and cooperative dialogue around questions participants perceive to truly matter. Juanita Brown, together with David Isaacs and the World Cafe

neva, Switzerland.
In 1990, he proposed building a "web of nodes" storing "hypertext pages" viewed by "browsers" on a network, and released that web in 1992. Connected by the existing Internet, other websites were created, around the world, adding international standards for domain names & the HTML language. Since then, Berners-Lee has played an active role in guiding the development of Web standards (such as the markup languages in which Web pages are composed), and in recent years has advocated his vision of a Semantic Web.
The World Wide Web allowed for the spread of information over the internet through an easy-to-use and flexible format. It thus played an important role in popularising use of the internet, to the extent that the World Wide Web has become a synonym for internet, with the two being conflated in popular use. The underlying ideas of the Web can be traced as far back as 1980, when, at CERN in Switzerland, Sir Tim Berners-Lee built ENQUIRE (a reference to Enquire Within Upon Everything, a book he

recalled from his youth). While it was rather different from the system in use today, it contained many of the same core ideas (and even some of the ideas of Berners-Lee's next project after the World Wide Web, the Semantic Web).

In March 1989, Berners-Lee wrote a proposal which referenced ENQUIRE and described a more elaborate information management system. With help from Robert Cailliau, he published a more formal proposal (on November 12, 1990) to build a "Hypertext project" called "WorldWideWeb" (one word, also "W3") as a "web of nodes" with "hypertext documents" to store data. That data would be viewed in "hypertext pages" (webpages) by various "browers" (line-mode or full-screen) on the computer network, using an "access protocol" connecting the "Internet and DECnet protocol worlds". A NeXT Computer was used by Berners-Lee as the world's first Web server and also to write the first Web browser, WorldWideWeb, in 1990. By Christmas 1990, Berners-Lee had built all the tools necessary for a working Web: the first Web browser

Community have created a book: *The World Cafe: Shaping Our Futures Through Conversations That Matter* and further explain their work on the website: www.theworldcafe.com. It was born out of worldwide interest in dialogue methodologies and based on the idea: If you can change the conversation, you can change the future. It's all about how human beings talk with one another and engage in speaking and listening from their hearts. It is not only an easily learned process (tables of four, hosts that welcome new folks into the conversation as people move from table to table, threading conversations deeper and deeper) for sharing world views, but also a tool that creates the context for collective action.

Tom Atlee, author of *The Tao of Democracy* and founder of the Co-Intelligence Institute says "The World Cafe is a creative dance of conversations and questions..it is a midwifery gift to a future struggling to be born."

The World Cafe has sprung from the assumption that people already have within them the wisdom and creativity to confront even the most difficult challenges that lie before us today. Invite people to sit down and talk. And watch what happens. The World Cafe is both a method for creating a living network of collaborative dialogue and a metaphor for noticing how we are already co-evolving our future together.

Principles

There are some fundamental principles that underpin The World Cafe process:

1. Set the context: clarify your purpose: Ask "What conversation, if begun today, could ripple out in a way that creates new possibilities for the future of whatever you are presently exploring?" Determine the right participants: the diversity of the group matters; diverse views produce richer contributions. The intention of Cafe conversations is to collectively seek possibilities and share learning by mixing levels and perspectives. There is

no pressure to expect immediate results; therefore, participants find themselves more able to share their best thinking around critical questions and to generate innovative possibilities for action.

2. Create a hospitable environment: think of ways to create a safe, inviting, life-serving and welcoming space. Smaller tables, for instance, facilitate more connection. Flowers, food and music might help a great deal.

3. Explore questions that matter: if you focus the collective attention on powerful questions that truly matter to those present, you will attract collaborative engagement.

4. Encourage everyone's contribution: with tables of four people, no one can "hide," so everyone is heard; respect each person present, and invite full participation and mutual giving.

5. Cross-pollinate and connect diverse perspectives: gather together people who will bring a wide range of perspectives and then retain a common focus on core questions.

6. Listen together for patterns, insights and deeper questions: Focus shared attention in ways that nurture coherence of thought without losing individual contributions.

7. Harvest and share collective discoveries: this can be done in various ways from writing on paper table cloths to having someone diagram collective ideas on the wall. However you choose to do it, including sitting in a larger circle later, invite the collective intelligence to emerge and make it visible as well as actionable and meaningful.

(which was a Web editor as well), the first Web server, and the first Web pages which described the project itself. On April 30, 1993, CERN announced that the World Wide Web would be free to anyone, with no fees due.

Wu wei -
is an important concept of Taoism (Daoism), that involves knowing when to act and when not to act. Another perspective to this is that "Wu Wei" means natural action - as planets revolve around the sun, they "do" this revolving, but without "doing" it; or as trees grow, they "do", but without "doing". Thus knowing when (and how) to act is not knowledge in the sense that one would think "now" is the right time to do "this", but rather just doing it, doing the natural thing.

Wu may be translated as not have or without; Wei may be translated as do, act, serve as, govern or effort. The literal meaning of Wu Wei is "without action" and is often in-

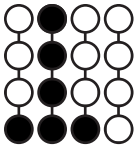
cluded in the paradox wei wu wei: "action without action" or "effortless doing". The practice of wu wei and the efficacy of wei wu wei are fundamental tenets in Chinese thought and have been mostly emphasized by the Taoist school. The aim of wu wei is to achieve a state of perfect equilibrium, or alignment with the Tao, and, as a result, obtain an irresistible form of "soft and invisible" power.

There is another less commonly referenced sense of wu wei; "action that does not involve struggle or excessive effort". In this instance, Wu means "without" and Wei means "effort". The concept of "effortless action" is a part of Taoist Internal martial arts such as Tai chi, Baguazhang and Xing Yi. It follows that Wu wei complies with the main feature and distinguishing characteristic of Taoism, that of being natural. To apply wu wei to any situation is to take natural action.

In Zen Calligraphy, Wu Wei has been represented as a circle.

Several chapters of the most important Taoist scripture, the Tao Te Ch-

Worldwork



FAC CONS

Worldwork is the application of Process Oriented Psychology to group dynamics, conflict resolution and organizational development. It was developed by psychologist Arnold Mindell based on his observation that the experience and behavior of individuals, on the one hand, and of groups on the other, exhibit similar structure and dynamics. This enabled Mindell to generalize his methods for working with individual clients to working with collectives, taking into account certain significant differences between individuals and groups. Today, Worldwork presents a consistent overarching paradigm that explains the dynamics of social transformation, has developed universal categories for describing it and interventions for facilitating it.

Origins

The term "worldwork" was introduced by Arnold Mindell in his 1992 book, "The Leader as Martial Artist" as:

…a method that helps small and large groups live, work and grow together in their environments…

It is based on the principle of "deep democracy"

…that special feeling of belief in the inherent importance of all parts of ourselves, and all viewpoints in the world around us…

Worldwork emerged from Mindell's realization that "psychology" was too limiting a framework for understanding our experience of ourselves, one another, social problems and the world, and needed to be replaced

by a more encompassing field-like concept that took into account the interactions among individuals, groups, and the environment in which they are situated (Mindell, 1992)

A crucial step in the transition from process work with individuals to worldwork was outlined in Mindell's earlier book, "The Year 1: Global Process Work" (Mindell 1989). There, Mindell presented a theory of and methods for working with group process: the collective counterpart of process work with individuals.

Basic Ideas

While deep democracy forms its philosophical background, worldwork is based on the systemic process oriented field theory of group process. Group process is a generalization of process work concepts to groups.

Process work conceptualizes the individual as having a set of experiences with which he or she identifies – the "primary process", as well as experiences which are marginalized, projected, or repressed – "secondary processes". Secondary process experiences are marginalized because they challenge the individual's identity. To embrace a secondary process experience requires going over an "edge" – the set of rules, fears, and uncertainties that on the one hand define, and on the other hand limit our sense of personal identity. Secondary processes do not stay marginal, but intrude on the individual's identity in the form of physical symptoms, troublesome relationships, and disturbing collective or world events that ultimately transform the person's identity, with unpleasant or even disastrous consequences. Process work sees these disturbances as meaningful information or messages that, when unfolded with curiosity and respect, can enhance and expand the person's identity in unexpected ways.

A group has a primary process or identity – the mission or circumstances that bring it together, and to which most of its members consent. That identity can be challenged from within the group, by individual members who disagree with the group's prevailing identity, and from without,

ing, attributed to Laozi, allude to "diminishing doing" or "diminishing will" as the key aspect of the sage's success. Taoist philosophy recognizes that the Universe already works harmoniously according to its own ways; as a person exerts their will against or upon the world they disrupt the harmony that already exists. This is not to say that a person should not exert agency and will. Rather, it is how one acts in relation to the natural processes already extant. The how, the Tao of intention and motivation, that is key.

Related translation from the Tao Te Ching by Priya Hemenway, Chapter II:

...
The Sage is occupied with the unspoken
and acts without effort.

Teaching without verbosity, producing without possessing, creating without regard to result,

claiming nothing, the Sage has nothing to lose.
...

One way of envisioning wu wei is through Laozi's writings on how a ruler should govern their kingdom. The advice that was given is that it is similar to

frying a small fish (too much poking and the meal is ruined). In other words, create general policies and direction, but do not micromanage. To do this well, you must understand the ways of your people and not go against the grain.

The concept of wu wei is often described as performing a selfless act but this merely exposes the background of the writer. Faith-based religions have selfless acts and "doing good" as part of their belief system. In Taoist teaching however "good" is unknowable and a selfless act can only be performed by someone in an egoless state. Every act performed by someone in the usual way of things has some kind of reward attached whether it is financial, power, love, status or just feeling good about oneself. All these things are ego re-inforcing.

The goal for wu wei is to get out of your own way, so to speak. It is aimless action, because if there was a goal that you need to aim at and hit, then you will develop anxiety about this goal.

by other individuals or groups who challenge the group's integrity.

Internal and external disturbances are the secondary processes of the group. They manifest as dissent and conflict that, if unprocessed, may split the group or result in the exclusion of the disturbing individuals. As in the case of an individual, if the group can view the challenge to its identity as meaningful, the disturbance can be integrated to the benefit of the group, rather than leading to its destruction. A group's primary and secondary processes form a "field" in which various dissenting viewpoints become polarized, sometimes leading to a tense and conflictual atmosphere. Individual members of the group become strongly identified with these viewpoints. Should the majority of the group members reject a dissenting viewpoint, the individuals who hold that viewpoint are also rejected.

The principle of deep democracy values all viewpoints in a group. This principle recognizes the importance of secondary processes of all sorts including, but not limited to dissent, hopeful dreams, and deepest beliefs. It is up to the facilitator of the group process to make space for these viewpoints to emerge and interact. The complexities of this facilitation process are the basic skills of worldwork. It is important to understand that the diverse viewpoints represented in a group are not necessarily bound to the individuals that hold them at a particular moment. Rather, they are "roles" that can be occupied by any individual in the group. Good facilitation enables individuals to experiment with switching roles, so as to be able to better understand one another's viewpoints.

Facilitation

A facilitator of a group process is a person who consents to maintaining a neutral or "meta" position – to act as the "organ of awareness" of the group. Facilitation is a role that can be passed among group members, or that can be occupied by several individuals at the same time. In practice, group processes are conducted by identified

facilitators; group members who act in a facilitative manner act as "participant-facilitators".

It is the facilitator's task to keep an overview of the dynamics of the group process and to report these back to the group. In this way, the facilitator helps the group to reflect on its own experience and behavior, and helps the group process to unfold and complete itself.

Worldwork facilitation requires an experiential and self-reflective training that focuses on the facilitator's development and on learning to maintain a centered mind in the midst of conflict, volatility, unpredictable behavior, and emotionality. It also requires an understanding of how one's own rank – power and privilege - influences facilitation by filtering perceptions, creating biases and assumptions, and limiting our awareness of how rank is reflected in subtle communication cues and ways of speaking.

Applications

The basic elements of worldwork – deep democracy and group process – find broad application in the areas of group facilitation, community development, conflict resolution and organizational development.

Besides the large "Worldwork Seminars" organized by the Global Process Institute and described below, individual practitioners conduct regional seminars that focus on specific issues. Such seminars have been held in various "hot spots" throughout the world, working on issues such as apartheid in South Africa, Israeli-Palestinian issues in the Middle East, the Northern Irish troubles, Turkish and Greek Cypriot tensions, and racial tensions in the United States. The goal of these seminars is to promote dialog among conflicting parties without imposing artificial rules that unconsciously bias communication and interactional styles to favor one or another side of the conflict.

Another area of application is the so-called "open forum" devised by Mindell to provide a venue for processing "hot" regional issues in a form that respects the emotional limits

As one diminishes doing — here 'doing' means those intentional actions taken to benefit us or actions taken to change the world from its natural state and evolution — one diminishes all those actions committed against the Tao, the already present natural harmony. As such one begins to cultivate Tao, one also becomes more in harmony with Tao; and, according to another great ancient Taoist philosopher Zhuangzi, attains a state of Ming, or 'clear seeing'.[citation needed] It is in the state of Ming[citation needed] that the Taoist is in full harmony with Tao, and 'having arrived at this pointless point of non-action, there is nothing that is left undone.' It is upon achievement of this Chinese equivalent to 'enlightenment' that a sage begins to perform wei wu wei, or 'action without action.' Thus the sage will be able to work in harmony with Tao to accomplish what is needed, and, working in perfect harmony with the Tao, leave no trace of having done it.

of the participants without marginalizing any of their viewpoints. Mindell published the theory and methodology of open forum in his book, "The Deep Democracy of Open Forums" (Mindell, 2002).

Finally, worldwork principles have found application in coaching, organizational development, leadership training, and government where they offer methods of understanding the significance of challenges to organizational integrity as potential avenues of growth, rather than as disturbances against which the organization must defend itself.

The Worldwork Seminars

In 1991, the Global Process Institute was formed to promote a series of training and research seminars known as the Worldwork Seminars. These have been held approximately every one or two years since 1991.

Typically these 6-10 day events have been attended by between 200-300 people from over 40 countries, all coming to learn more about facilitating conflict and creating community. Each worldwork seminar has a distinct flavor created by the location of the event and the participants who attend.

Past Worldwork Seminars include:

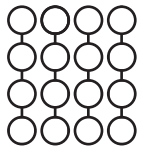
1991 – Waldport, Oregon; 1992 – Stoos, Switzerland; 1993 – Waldport, Oregon; 1994 – Stupava, Slovakia; 1996 – Seaside, Oregon; 1997 – Mumbai, India; 1999 – Washington, DC; 2002 – Eretria, Greece; 2004 – Newport, Oregon; 2006 – Sydney, Australia; 2008 - London, UK.

In his thesis at the London School of Economics, "Wu-Wei In Europe - A Study Of Eurasian Economic Thought", Christian Gerlach argues that the concept of Wu Wei, through its diffusion in Europe through the 17th and 18th century, became the foundation of Europe's first economic school, Physiocracy.

He further identifies Switzerland as the first European paradigm state of wu-wei, with the economic-political re-organization of the new Eidgenossenschaft in 1848, in which Chinese agrarian wu-wei was institutionally combined with the traditional Swiss "commercial wu- wei". He demonstrates that the later development of Europe's laissez-faire doctrine has to be seen as a Eurasian co-production – without wu-wei, Europe's pro-commercial ideology might never have matured.

In Modern Pop Religion

The central tenet of the Church of the Subgenius is Slack, which, according to chapter 5 of the Book of the Subgenius, is Wu Wei.



Xerographic Photocopying

Xerographic Photocopying (a.k.a. "photocopying") is a graphical reproduction technology introduced by the company Xerox in 1948. It has been widely used in business, education, and government. The proliferation of "Xeroxing" caused a sea-change in the public's increasingly dismissive attitude toward protective media licensing which contginues to this day. It was the first widely available technology which facilitated easy duplication of copyrighted material.

Copyright issues

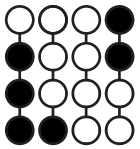
Photocopying material that is subject to copyright (such as books or scientific papers) is subject to restrictions in most countries. This is common practice, as the cost of purchasing a book for the sake of one article or a few pages can be excessive. The principle of fair use (in the United States) or fair dealing (in other Berne Convention countries) allows this type of copying for research purposes.

In certain countries, such as Canada, some universities pay royalties from each photocopy made at university copy machines and copy centers to copyright collectives out of the revenues from the photocopying, and these collectives distribute resulting funds to various scholarly publishers. In the United States, photocopied compilations of articles, handouts, graphics, and other information called readers are often required texts for college classes. Either the instructor or the copy center is responsible for clearing copyright for every article in the reader, and attribution information must be clearly included in the reader.

X -

X (also X11, and X Window System) is an open-source computer software system and network protocol that provides a graphical user interface (GUI) for networked computers. For graphics, Unix-like systems use X almost universally. X originated at MIT in 1984 and is available as a free and open source software under the MIT License and similar permissive licenses. The X.Org Foundation currently leads the X project.

Since version 10.3, Mac OS X (also unix-based) has included X11.app, Apple's version of the X Window System, as an optional component during installation. All bundled versions of X11 feature a window manager which is similar to the Mac OS X look-and-feel and has fairly good integration with Mac OS X.



Yoga

CONS

Yoga - refers to traditional physical and mental disciplines originating in India. The Sanskrit word yoga has many meanings, and is derived from the Sanskrit root "yuj," meaning "to control," "to yoke" or "to unite." Translations include "joining," "uniting," "union," "conjunction," and "means."

Karma Yoga, one of the four pillars of yoga, focuses on the adherence to duty (dharma) while remaining detached from the reward. It states that one can experience salvation (Moksha) or love (bhakti) of God by performing their duties in an unselfish manner for the pleasure of the Supreme, which is the welfare of the world.

The word Karma is derived from the Sanskrit Kri, meaning 'to do', in its most basic sense karma simply means 'action', and yoga translates to 'union'. Thus Karma yoga literally translates to the path of union through action. It is described as a way of acting, thinking and willing by which one orients oneself toward realization by acting in accordance with one's duty (dharma) without consideration of personal self-centered desires, likes or dislikes. Acting without being attached to the fruits of one's deeds.

Therefore, without being attached to the fruits of activities, one should act as a matter of duty, for by working without attachment one attains the Supreme.

In the previous conversation, from the Hindu scripture, the Bhagavad Gita, Krishna then goes on to describe how Arjuna should surrender the fruits of his actions to God.

Therefore, O Arjuna, surrendering all your works unto Me, with full knowledge of Me, without desires for profit, with no claims to

YouTube - is a video sharing website on which users can upload and share videos. I displays a wide variety of user-generated video content, including movie clips, TV clips, and music videos, as well as amateur content such as video blogging and short original videos.
The wide range of topics covered by YouTube

proprietorship, and free from lethargy, fight.

Krishna explains that work done without expectations, motives, or anticipation of its outcome purifies one's mind and gradually makes an individual fit to see the value of reason. He states that it is not necessary to remain in external solitude, or remain actionless, in order to practice a spiritual life, since the state of action or inaction is primarily determined in the mind.

Of Karma Yoga, the Hindu Saint Mata Amritanandamayi, also known as 'Amma', says, "The beauty and charm of selfless love and service should not die away from the face of the earth. The world should know that a life of dedication is possible, that a life inspired by love and service to humanity is possible. Meditation and studying the scriptures are like two sides of a coin. The engraving on that coin is selfless service, and that is what gives it its real value. Our compassion and acts of selflessness take us to the deeper truths. Through selfless action we can eradicate the ego that conceals the Self. Detached, selfless action leads to liberation. Such action is not just work; it is karma yoga."

Selfless Service: The value of selfless service is recognized almost universally in religious circles, with significant emphasis placed upon it in Christianity. In some traditions, God is perceived as residing in the heart of others, and thus serving other people is considered an essential devotional practice.

The Golden Rule, to "Do unto others as you would have them do unto you" is an ethical code that states one has a right to just treatment, and a responsibility to ensure justice for others. It is an effective, albeit lessyogic justification and admonition towards selfless service. The "Declaration Toward a Global Ethic"from the Parliament of the World's Religions(1993) proclaimed the Golden Rule as the common principle for many religions. The Initial Declaration was signed by 143 leaders from different faith traditions and spiritual communities.

has turned video sharing into one of the most important parts of Internet culture.

Copyrighted material

YouTube has been criticized for failing to ensure that its videos respect the law of copyright. At the time of uploading a video, YouTube users are always shown a screen informing them of copyrightlaws. Despite this advice, however, there are still many unauthorized clips from television shows, films and music videos on YouTube. YouTube does not view videos before they are posted online, and it is left to copyright holders to issue a takedown notice under the terms of the Digital Millennium Copyright Act.
YouTube was awarded a 2008 George Foster Peabody Award and cited for being "a 'Speakers' Corner' that both embodies and promotes democracy."

Z

Zipcar

SHAR LOC

Zipcar is a for-profit, membership-based *carsharing* company providing *automobile* rental to its members, billable by the hour or day. Zipcar was founded in 1999 by *Cambridge, Massachusetts*, residents *Robin Chase* and *Antje Danielson*. On *October 31, 2007* Zipcar merged with rival *Flexcar*.

Membership details Members, called "zipsters", are able to view vehicle availability and reserve a self-service car via the internet or by telephone, in increments as short as one hour and pay only for time they reserve; up to 180 miles are included in each reservation (180 miles are provided in each 24 hour period). Each vehicle has a home location: a reserved parking space located on a street, driveway, or neighborhood parking lot in the member's area.

Members are given an *access card*, called a "Zipcard", which will open the vehicle they have reserved only at the time they have reserved it. Each vehicle records hours of usage and mileage, which is uploaded to a central computer via a *wireless data* link. The location of the vehicles is not tracked during a reservation for privacy reasons but is trackable and all cars are equipped with a "kill" function that allows the company to prevent the car from starting in the event of theft (it does not cause the car to turn off, for safety reasons) The reservation includes *driver's insurance*, a gas card for the car, and reimbursements for typical car maintenance items like car washes and window wiper fluid refills. When someone becomes a member, they can automatically reserve and use a Zipcar in any Zipcar city.

Zebra - (also GNU Zebra) is a free routing engine software providing TCP/IP-based routing services. It was the world's first routing engine software based on the GNU General Public License.

Most computers on earth, and all consumer-targeted operating systems use TCP/IP as the communication protocol for communicating with the internet.

From zebra.org:

"The vision of a free routing software that can respond quickly

With service in *Seattle*, *Boston*, *New York*, *Washington, D.C.*, *Atlanta*, *Minneapolis*, *Portland, Oregon*, *Chapel Hill, North Carolina*; *Oakland*, *San Francisco*, *University of Southern California*, *Stanford University*, *Philadelphia*, *Pittsburgh*, *Gainesville, FL*, *Toronto*, *London*, *Chicago*, *Ann Arbor, Michigan*, and *Vancouver*, Zipcar claims to be "the world's largest car sharing and car club provider." As of May 2008, there were 200,000 Zipsters worldwide.

Individual members can sign up for one of two different plans, the "Occasional Driving Plan" and the "Extra Value Plan".

University, organization and business partnerships Zipcar also offers its service for businesses (called "Z2B"), universities and organizations. These programs typically provide a discount on the annual membership fee. Additionally, the Z2B program provides discounts on Monday - Friday driving. They have also partnered with over 30 colleges and universities to provide students with

to changes in technology and offer functionality that users require is now even more critical. As internet use explodes, no longer can one company or proprietary software provide all the answers. In the case of Zebra, the mailing list and comments of users and engineers have evolved the software into the form it has today. Help us make Zebra the base of a new routing technology."

The Zebra Project was launched in 1996.

Zebra is distributed under the GNU General Public License.

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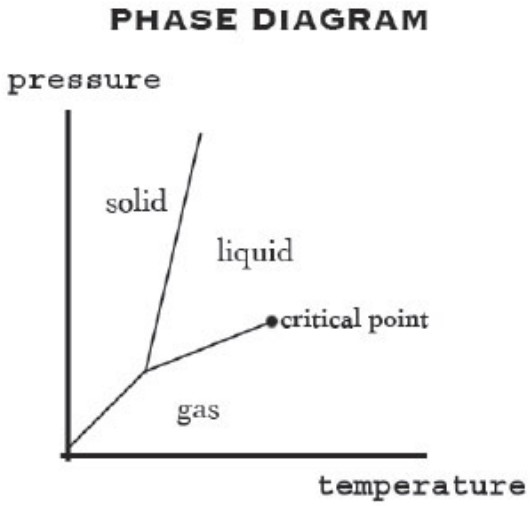
Appendix A: Organizational Phase Diagram

Alpha Lo

A collaboration phase diagram can be used to map out different collaboration structures. On one axis we have the range of behaviors in a system, on the other axis we have the influence of others on one's behavior. The range of behaviors refers to how much variation in individual behavior a project accomodates - as we can see in the chart on the next page, in Burning Man, fringe theatre, and creative commons there is a wide range of individual behavior. There are 3 phase types of collaboration structures - gas-like, liquid-like, and solid-like.



People who use a library are acting mostly independently of each other with each person not influencing others to a significant degree. People putting their ideas in an ideabank, or putting photos on Flickr can do it pretty independently with a little influencing of each other. These systems can be characterized as being more gas-like as a gas has individual atoms that do not interact as much with each other.

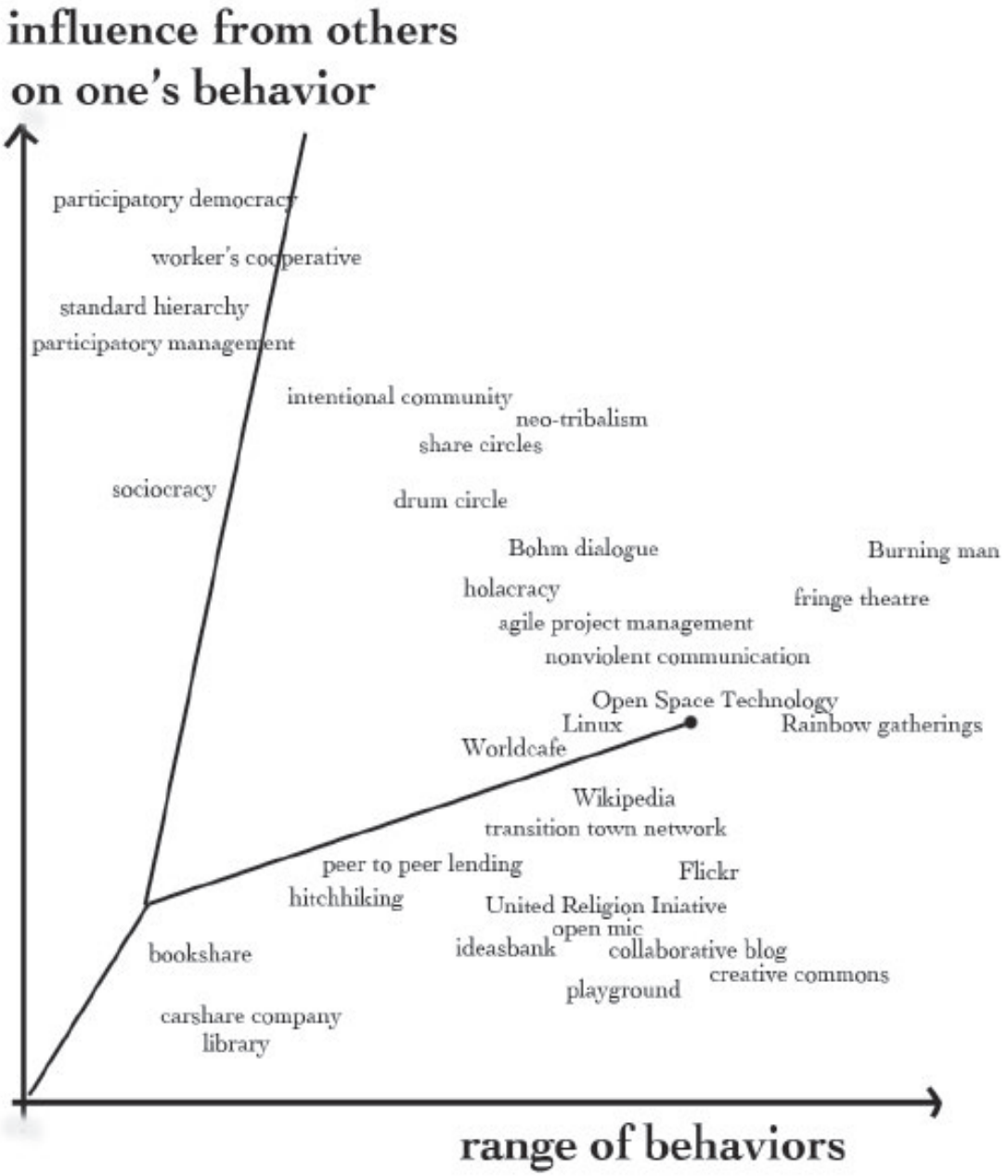
People who are in a drum circle, in an intentional community, a dialogue circle are all influencing each other, and also have relative freedom to behave how they want. These systems can be characterized as more liquid-like.

People who work in standard hierarchical company like a factory, a school, a clothing store have clearly defined roles. The organization exerts quite a lot of influence on how you can behave.There is a rigidity in the system. These systems can be characterized as being
solid-like.

In physics a substance e.g. water can be in a certain types of phases - either solid, liquid, or gas. One can draw on a phase diagram that shows which phases happen under what range of pressures and temperatures.

In our organizational structure phase diagram we can draw an analogous map to see under what conditions do we get more solid-like, liquid-like, or gas-like organizational structures.
In physics a phase boundary is where a liquid turns into a vapor. This phase boundary ends at a critical point. At this point a substance is both liquid and vapor in a fractal scale-invariant way. (Scale invariance means that something looks the similar close up as it does far away). A small fluctuation in the system has long-range correlations. It maybe that near this critical point is where organizational structures allows individual actions to have long range effects in the system.

ORGANIZATIONAL PHASE DIAGRAM



Appendix B:

On Creating a Gift Economy

Alpha Lo

One of the most intruiging chracteristics of events like Burning Man and Rainbow Gatherings (and this is really saying something) is that people are contantly gifting each other all sorts of things: tents, jewelry, pina coladas, flame-retardant jump suits, fresh baked bread, an inspiring performance, a hug, or really whatever the wishes of the moment may be. Within the crucible of these events run on what is known as a gift economy – there is only gifting; money or barter is discouraged. Its quite fun.

However, these are environments in which almost all resources are produced somehwere else and shipped in, and most gifted things, with the exception of performances, have been aquired through currency or barter exchange somehwere down the line. At first glance, gift economies appear to be unsustainable. But we're interested here in exploring if it might be sustainable, albeit with a fundamentally reappraised approach to our culture's idea of an economy.

So we'll ask the logical next question... Is it possible to create a gift economy culture in a town or city? We've been doing some experiments in this area in our local area. You can too.

Here's some things we're exploring...

- Start out small. Create a petri dish, a prototype, a experimental place where people initially try out a gift culture. Allow it to grow larger organically.
- Try out an invitation-only model, and then only later move to an open model. This can encourage people to overcome hesitancies to pool resources, to get in the mood so to speak. Or not... maybe just put up a flyer and an email letter through the network and allow people to self-select. Either way can work, but inany circumstance we find that mandatory gift circles (certain forms of taxation are essentially like this) tend to eventually make some people resentful. Remember the operative word is "gift". It should feel good all around.
- Create a weekly gift economy circle where people come and share their needs in the group with others. You may find that others are quite keen to volunteer to help them out.

The above kind of gift economy circle is effectively a potlatch for services and things.

One format we have been using here in our gift circle in the San Francisco Bay area is:

1. **Check-in** – a sharing of how you are doing
2. **Needs sharing** – people share in smaller subgroups or in the large group what their needs are.
3. **Service offering** – people can volunteer to help another person. They can also write on a piece of a piece of paper services they would like to offer as a gift - massage, carpentry, computer work, babysitting etc. They place this paper into the middle, and anyone else can pick it up and get that service.

As you get one circle going you can catalyze the formation of other circles in your town, until a network of gift circles are in active exchange. When this occurs, services and goods can flow between circles. A network of 15 weekly circles could have the equivalent of a significant GDP resource flow, in the form of gifts, passing through it in a year. An even larger network of circles may catalyze a town in transition to an entirely new mode of behavior where gifting

becomes a major part of the local economy.

..

Some logistical details for running these circles:

- It is good for the circle be an open circle. New people coming in each week provide new types of services, and new ways for people's needs to get met.
- As people share in a group their needs there will be a natural tendency for others to offer help. Allow this to occur.
- Encourage people to be present and to listen deeply as others speak.
- Facilitate a space that feels safe and sacred for people to be more vulnerable and express needs which they may normally not feel comfortable expressing. When a circle is going well people enter into a collective resonant space. This collective resonant space helps facilitate the 'magic' of synchronicities, generosity and caring.
- In going around with the check-in and with sharing needs an eye to the size of the group and how that affects the amount of time is important. If you have a group of 5 with everyone sharing their needs for 2 min each that would be 10 min. With a group of 20 people that would take 40 min. When you have larger groups it can be helpful to break people up into smaller groups. So then the whole process does not take so long and people get a better talking to listening time ratio.
- It is useful outside the circle to remind and encourage people use their services. Sometimes with people new to the circle there may be a little hesitancy in using the services we got out of the circle.

Kindness: or 'The Individual and Social Psychology of Gift Economies'

Alden Bevington

By knowing the nature of your community, and a little about how social strucures operate and how people identify themselves and their tribe, you can better determine the characteristics of what will make an effective gift cirlce in your area. You will be able to make an educated guess of how you can initiate and facilitate a gifting group that is effective, enthusiastic, and will growing.

Remember to start where you and your community are, and without judgement, pride, or despair. Some commmunities like our small community in California are quite open and sharing, extremely progressive, and there are not many significant or traumatic gaps to bridge in the cultural and socioencomic spectrum. That might appear at first glance as something to envy, but don't just move here and think that will solve the problems we all face... The farther you or your local community has to journey to create the individual and social psychological conditions for a thriving gift economy, likely the more interesting, fun, and insightful that process will be...

So then, here we get to the topic of this piece, "kindness". And we will explore this through a practical challenge: how do you initiate and grow a gift circle in a community that is not used to making circles, is estranged from itself, and that has very clear divisions in socioeconomic classes?

We find the answer for this culture question, as usual, at the root of human culture; people's minds. People will usually express kindness, and give gifts, to those they perceive as being of their own "kind". This is related to personal identification: sex, race, culture, nation, species, religion, 'coolness factor', social niche, participation in an event or experience, or, on a more fundamental level, that they are human, or that are a living, aware being.

An individual's identification will tend to effect their expression of 'kindness'. That is, they feel moved to give to those that can be classified under that identification which they consider to be themselves.

Any given person or group has two likely options for who they are really open to enter into a gifting economy with.

Conditionally Oriented: The person or group's identification rests upon their social identity, where they 'fit' in the sceme of things, who they are in relation to 'others'. They might not feel "kindness" with people from other 'categories'. Their gifting circles might become strained affairs if an entirely different group of people freely enter in and start expressing their needs. It could even become unstable and cease if this happened, as if the group had bitten off more "acceptance" than it can chew. This kind of group requires strategic and realistic unfoldment if its going to become more open, and not experience retrogressive backlash.

Unconditionally Oriented: The person or group's identification rests upon a deeper layer of commonly shared identity and they enter into gifting circles which transcend, or preclude, conditional differences between beings. Maybe a group is Christian and sees "the light of Jesus" in every person. Maybe an individual had psychic communication with a cow when she was a child, and subsequently became a vegetarian when she felt that she was of the "same kind" as animals. Whatever does it, this person or group is experiencing "kindness" with a much broader spectrum of beings. And they will act that way.

This kind of group is wise to keep in mind how lucky they are, and that they may not always have been so open, or that they have had access to culture that helped them beyond their separate identity. If the group can maintain empathy with the rest of the world, there is less likelyhood that they will be offputting to the very people they would be wise to reach....
Remember to give out ample A's for effort.

There is usually an area on this spectrum that a society or a person can be placed, though nothing is absolute or fixed. But having a sense of what will encourage enthusiasm in your community, what will get the momentum going, is a valuable step in skillfully introducing a gift economy to your local world. In any case, keep in mind that cultivating a basic sense of common identity, or shared destiny, cause, mythos, or experience, is a prime motivator for a more open, cross-boundary gift economy.

So remember, a gifting economy requires a common bond to motivate the participants. Start where the individuals and the group mind of the community are naturally, (and maybe its all wide open) and then gradually continue to push the envelope, through giving the opportunity for (not forcing) gifting beyond the previous comfort zones, and being explicit about why it makes sense in our minds and hearts that we are doing this, to increase a stably-expanding and deepening sphere of common bond.

The identities of participants and the community's relationship with itself and other communities will adjust in the process. They will inevitably experience more, and a broader sense of, "kindness". Discussing common goals or shared burdens will bring your group into increased "kindness". Subsequently more kindness will be expressed. We might be wise

to begin thinking of these two words as the same word.

And keep the faith... Some people who suffer from xenophobia, (the fear of strangers, other cultures, and/or space aliens) may find that they really like gifting. Persevere, they may even end up being the most enthusiastic proponent in the end.

Appendix C: A history of this book

An auto-ethnographic account*

*auto-ethnography - *"the study of the awareness of the self within a culture, an autobiographical genre of writing that displays multiple layers of consciousness, connecting the personal to the cultural ."* Ellis and Bochner (2000)

In 2004 Alpha Lo began meeting an increasing number of progressively-oriented young people in Northern California working on creative projects, and who were working to catalyse the local culture with a new set of ideals. Many of their projects were modeled and applied in non-hierarchical, open collaborative ways.

He was asked to help organize a conference - the Gathering of emerging leaders hosted by the president of IONs, James O'Dea (the Institute of Noetic Sciences is a leading edge consciousness institution www.ions.org). Alpha wanted to find a way that would tap into the collective more powerfully.

Alpha began to research many of these systems that seemed to have open collaborative properties - in addition to the above there were also Barcamps, bio-teams, Rainbow gatherings, Open Space Technology, contact improv dance, theatre improv, and collaborative writing projects, and tried to figure out how to generalise what they were doing, and then apply it to organizing and running a conference gathering. It was an extraordinary roller coaster ride to try and scrap old ways of doing things and try a new set of operating instructions for organizing a gathering.

What eventually transpired was that over the course of the 5 day gathering participants who had come to the gathering also became its facilitators and organizers. Everyone had a chance to share their ideas and gifts , to be empowered to have a say in how the gathering would look like, and as a result one the most magical and deep field of consciousness emerged. People were touched and moved. The structure of the gathering was somewhat non-hierarchical as opposed to being hierarchical (everyone could be in charge of what happened) , open as opposed to closed (the team facilitating and organizing was open to others), emergent rathen than planned (the schedule for the next day was decided to some extent on the day before by anyone wanted a say in the gathering), non-owned rather than owned (in a certain sense the gathering was not owned by any small group as everyone had a role in it).

One of the things Alpha learnt in the course of organizing the gathering was the important role that facilitation played, what methods allowed people to listen to each other, to discuss, to envision, to make sure a diversity of voices were heard, played a critical role in the success of these open collaborations. If there were not good facilitation processes misunderstandings and arguments could destroy the collaboration. If there were not good facilitation processes then there an open collaboration could go too many different directions and dissipate in chaos. And so began his fascination with more organic facilitation methods like Open Space Technology, Bohm Dialogue, World Cafe, Appreciative Inquiry, Deep democracy, Nonviolent communication,

Heartcircles, Culture of Care, Search for common ground(all these facilitation methods are detailed in this encyclopedia).

Alpha also begin to see that open collaborations require quite different project management procedures and began a search for new ways of doing things. Traditional project management techniques plan everything in advance, and then act on the plan. In open collaborations you often do not know who is going to come into a project, what skills they will bring, and what direction they want to
take a project, so there are parts of the project that are more emergent, and improvisational. So open collaboration management techniques focus on methods to grow a project, to organically flow with what is happening. One of the ways it does so is by having a vision and then doing a small iteration of the project. People can self-organize around this small iteration of the project. And then the group can reflect on what happened, make adjustments to the vision if needed, and then another iteration of the project unfolds.

So this way of doing things is much more action oriented and dynamic, you can start doing things before the whole vision and plan has been clarified. Open source software is written in this manner. Some of these things are outlined in project management philosophies like
agile project management, iterative project management, Scrum, open source software project management methodologies as outlined in books like The Cathedral and the Bazaar, Bio-teams. (These systems are detailed in this encyclopedia). The basic idea of these systems was to grow a project, one would to be to create one iteration of the project and have people self-organize around it. Then reflect and see how things went, and then create another iteration of the project where people can again self-organize around it. This system allows a project to grow organically, and allows the vision to evolve, and new people to integrate more naturally into the project. And it allows a project to swing into action before everything is figured out and so it can quickly have results which then can fuel everyone's enthusiasm, as opposed to projects which need to plan until everything is right before action happens.

Alpha having seen the magic of the collective happen in the Gathering of the emerging leaders, helped to spread this open collaboration methodology in new projects he started or became involved with. Amongst these projects were an integenerational collaboration gathering held in Ojai, and CAST, a project pioneered by his friend Joseph Jacques.

Alpha and Joseph Jacques were also involved with Circlecenter (founded by Matthew Edwards) during all this time, a community hub in the Bay Area which looked to pioneer collaborative ways of doing things, to find ways of more effectively sharing things, resources and skills, experimenting with different types of non-ownership/ownership systems, and applying different types of economic processes to transfer resources. Sharing, it turned out, can be a much more cost-effective and earth friendly way of using resources, it allows one thing to serve many needs - for instance many neighbours could share the same lawn mower since a lawn mower is not used that much usually. It allows many more projects to flower more easily because each project can then tap into a lot more resources.

There were many young people one the west coast of the United States at this time dissatisfied with the older system. They were interested in how to create a movement, to create shifts in the consciousness, to shift the paradigm, to shift the culture that we lived in. There is a deeper systematic understanding to how this can occur. Things like social networks, chaordic organizational structures, viral processes, "The tipping point", and system theories from physics and biology - adaptive systems, cybernetics,

emergence, self-organization & small world networks begin to try to hash out this deeper framework. (These ideas are detailed in this encyclopedia.) Alpha felt a deeper understanding of this could help our world transition to a more cooperative, healthy, sustainable, and fun world. Open collaborations are maybe our best chances to change humanity's trajectory which was leading to many types of world crisis.

Alpha felt we could redesign our social, economic, political systems to have a basis in this new open collaborative paradigm. He held two "Designing the New world" workshops and conferences and began writing a manuscript on how to Design this new world. In the process of developing that manuscript he Alpha thought it would be good to have a categorization of all the different models easily accesible in one book (and would be a much easier book to put together). He initially thought it would take 2 days to come out with this book (little did he know it would take a lot more). He published a version 1.0 in 2007.

His friend Joseph Jacques loved the book, and they engaged in discussions of where to take this book next.

Alpha then asked his friend Alden if he wanted to help develop the second edition of the book.
Alden was at the time living in Hawaii, and launching a publishing label, Pioneer Imprints, was a book designer and editor, and had a long inquiry and storied background in the relevant fields.

Alden had long been involved in many projects, nationally and internationally, that were and are seeding a new culture. His speciality in the field of cultural evolution had developed over 13 years of life-research in the 30+ countries where he lived, worked and travelled throughout his transition to adulthood. Additionally, the nuances of the substrates of consciousness which are the driving forces of the built world we live in had been the subject of intense focus. His mentors, among many, include the founder of the fields of cross-cultural psychology and psychological anthropology, a pioneering neurobehavioural physiologist, international sustainability experts, and eminent contemplatives, masters, and psychological scientists in all of the major and more discreet spiritual traditions. He had also co-founded a cultural engineering firm in Switzerland.

From this background he had come to work with an intuitive understanding of systems, their improvisational quality, the non-ownership sharing quality, and with an uncommon degree of context. He had long aimed to understand culture's foundation in the essentials to use this information for helpingto engineer a culture which would promote true happiness in people, and especially in those people whose nature it was to take in an inherited cultural identity, hook, bait, and sinker.

Alden noted the benefit of more explicitly stating many of the contextual pieces and socio-political, psychological and economic implications and substrates of the systems and projects contained in version 1.0.

He felt that a presentation with more overall vision and suggestions for application in diverse fields, a layout of varying compass directions for cultural evolution which the reader could contemplate, and a significant map of psychological and spiritual behaviors that were prerequisites or substrates to true collaborations, would be safer and more effective to promote. By adding these elements we hope that this book is more savvy in generating new growth and innovation, and facilitating positive emergent evolution on a broader scale.

After one full year of taking an entirely experimental approach to the entire process, Verison 2.0 emerged mostly as the synthesis of these worldviews and ideas of how to present the project. Debate and collaborative inquiry

was thorough, constant, quite peppered with geeky humor and, dancing into the very real human issues sometimes triggered by collaboration even became theatrically heated at times.

At first glance, and in general, the main entries are a window into recognizing Alpha's base kernel for the crystal of this encyclopedia, with the sidebar entries being Alden's contextual kernel. Together the two kernel's account for much of the informational cloud that is open collaboration. As of this writing, the specific names which can characterize the pieces each mind has offered are not yet clear. Please let us know if you've figured it out...

Rather that being explicit, Alden came to prefer that some of his additions pushed the reader's associative envelopes that they could ponder and independently recognize the common thread and relevance to the theme. This was sometimes to Alpha's frustration, who wanted this much more clearly stated.

Version 2.0's major updates, in addition to Alden's redesign of the book, include these sidebars, which can be seen as a multi-layered toolkit, a must-have set of skills and concepts to embark upon effective, lasting implementation and comprehension of what open collaboration actually is. It was also designed to indicate how this emergent genre fits into the scheme of human cultural and conscious evolution and history, point out signposts (auspicious and inauspicious) to watch out for, plan for, and act accordingly, and ample information to better know the characteristics, seemingly invioble laws, and system dynamics of the current environment (economic, cultural, political, psychological, and spiritual) that one may be trying to get an open collaborative foothold into.

The primary work of generating this next layer of the informational architecture took a few weeks, the layout and design of the book took close to a year, and by the end the trusty Apple Powerbook G4 on which the book files were being generated was in two pieces, the screen being held on by wires... This aluminum-clad and unsung hero officially "died" on the day the final print files for version 2.0 were sent to the printer.
It is currently buried beneath a pile of good books.

In his spare time over the course of this year, Alpha began bringing into form the metamaps which give a navigation tool to these entries, and developing a set of principles for people to help guide the building of their own open collaboration projects. Theses nascent metamaps had been forming over the previous 4 years as Alpha researched the field, and as he experimented with building open collaborations in the real world. He created a classification system to label the different entries, and to understand what important qualities of open collaboration they embodied. This classification system would then allow people to cross-reference and see analogies across different entries.
An open collaboration being non-hierarchical, open, emergent, and non-owned could potentially get quite chaotic, and as a result many open collaborations do not succeed. Alpha had watched over the years a number of open collaboration modeled projects that faltered and dissolved. As a result he undertook to discover the keys to building an open collaborative project in a sustainable way, what were the steps one had to take to help create a self-organizing structure that actually worked.

His experiences and studies had shown him a bit of what worked and what did not in his own and others projects, and he began to think about what systems theory would say about the conditions in which a project would self-organize successfully. Over the months he came up with a set of principles to guide people in the building of these open collaboration principles (see page xxxvii). These could then be applied to guide projects he was part of (including this book), help him consult others on their projects. He could see

that these principles could be applied to further catalyse environmental and permaculture movements, holistic health networks, the organic food movement, social justice, and higher consciousness movements.

Alpha was trained as a physicist and had been fascinated for over a decade with systems theory in physics and how they might apply to social systems. His phase diagram of open collaboration (Appendix A in this book) for instance, uses theories of thermodynamic physics to create a meta-map of the open collaboration universe.

Some of the metamaps in this book are being born bottom-up, by Alden proposing a graphical design element, and Alpha contemplating and dialoguing regarding what to use it for. The use of one of the graphical elements in this current version which Alpha couldn't figure out what to do with, the 6 shapes beneath each entry, will be defined by user feedback. Others metamaps were developed top down by Alpha, with Alden volleying ideas and creating a graphic design for the map.

Alpha, Alden, and Joseph Jacques have worked in collaborating to get this version 2.1 of the book off the ground and in the process themselves had to figure out what collaboration is, and how to design their working process and social structure around the book to allow other people in the future to become involved in the project and so turn this book into an increasingly open collaboration. Exploration of issues into power and resource distribution, publishing rights, open source files and collaborative technologies, the concept of profit, task delegation, responsibility, views on qualitative and quantitative contribution, ownership, attribution, and pseudonymynous compilership have been fulsome. For all the stuck moments, they found twice as many breakthroughs, and continue to do so with the aid of this very book, using it as a reference to guide their process (thus using their own output, sometimes refered to in the open source world as as 'eating their own dog food', for some reason).

The project and its organizational form is still very much in research and development phase.

Version 2.1 brought upgrades in the area of design and navigation, a few new entries, including Yoga and Xerographic Photocopying (yes you can...), a better production quality, and fixing the fact that Rainbow Gatherings were classified under every category of our navigation chart, including influential books and articles, an error which which they found endearing. They do recognize that its inclusion in this book may yet qualify it for this category in the end.

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About The Editors

(circa 2010)

Alpha Lo is a University of Chicago and UCLA-trained physicist. He has emerged as a pioneering and innovative systems thinker in diverse fields. After becoming fascinated by how systems can facilitate the emergence of new forms of behavior and how to tap into the power of the collective whilst allowing individuality to flourish, he came to focus on creating models for renovating social architectures. He was one of the founding organizers of the "Gathering of Emerging Leaders - Transformational Activism" which was a emergent, participatory, non-hierarchical event, and is an experienced facilitator of groups with the ability to lead people into deep spaces as he combines science, spirit, somatic work, dance and art in his multifaceted workshops.

Alden Bevington began his dedicated research into the relationship between consciousness, culture, and human and technological evolution in the cafes of Harvard and MIT at age 15. By 18 he had decided not to take the University route and instead he turned his higher education into a dynamic pilgrimage around the world for the next 12 years, seeking the best ideas the planet had to offer. He has gone on to get irradiated by some of the the brightest pioneers and masters in the fields of sustainability, liberation science, consciousness, religion, meditation, cultural evolution, ecology, agriculture, internet technology, psychology, business, neurolinguistics, health and design, among many others. He has served and been a founding collaborator in numerous organizations and projects around the planet dedicated to what he considers intelligent human progress, and has edited and designed numerous books and graduate-level theses in frontier sceinces. Currently, in addition to his systems consulting and entrepreneurial project development through culturegenerator.com, and his work on The Open Collaboration Encyclopedia, he is editor-in-chief of Pioneer Imprints, a growing independent publishing label which presents unique and timely works which advance the true potentials of humans and their culture.